



# BUILDING FAMILY-FRIENDLY WORKPLACES

**A TOOLKIT FOR BUSINESS**

The Toolkit for Business was commissioned by UNICEF under the guidance of Ida Hyllested, Senior Advisor, Child Rights and Business, UNICEF Programme Group:

Lead authors: Adeline Tan, Apoorv Goel, Laura Herman, Layusa Isa-Odidi, Mai Nguyen, Dalberg.

## Acknowledgements

This publication has benefited from inputs and comments from a range of **external experts**. We would particularly like to thank: Ana María Flores, Coordinadora de la Red CCE por la Primera Infancia, Consejo Coordinador Empresarial; Anne Mwihiaki, Director of People & Culture, Penda Health; Carmel Giblin, CEO & President, Ethical Supply Chain; Caroline Zwaenepoel, Human Rights Leader, Inter IKEA Group; Cynthia Soamiarana Ramanankasina, Diversity, Equity & Inclusion (DEI) Manager, Axian Group; Delfina Schenone Sienra, Directora del Área de Políticas Sociales, Equipo Latinoamericano de Justicia y Género; Ellen Claire Maynes, Operations Officer, Gender and Economic Inclusion Group, IFC; Gustavo Koo, CEO, Las Tacuaras S.A.; Jens Aas, Worker and Community Development Manager, VF Corporation; Julia Pawlot, People & Culture Operations Leader, Inter IKEA Group; Lam Nguyen, Country Manager, The Center for Child Rights and Business; Lauren Beth Gula, Care2Equal, IFC; Leeka Li, Responsible Sourcing Operations, North East Asia, VF Corporation; Liang Xiaohui, Chief Researcher and Deputy Head, Office for Social Responsibility, China National Textile and Apparel Council; Mads Werner, CEO, Ekko; Maria Valassa, Equality, Diversity and Inclusion & Human Rights Leader, Inter IKEA Group; Megha Agarwal, Senior Director, HR, Akanksha Foundation; Milton Owor, Head of Human Resource and Admin, National Social Security Fund; Natasa Novakovic, ESG Manager, Croatian Employers' Association; Nattaya Boonpakdee, Senior Director, Thai Health Promotion Foundation; Nicole Bjerler, Strategic Topic Developer Human Rights & Children's Rights, Inter IKEA Group; Rodrigo Torres, Director de Recursos Humanos, Banco de Bogotá; Shahine D. Ardeshtir, People & Organization Director, Mars Wrigley India; Shweta Rabra, Lead People Experience, India, Mondelez; Utkrish Kanchanaketu, Senior Advisor, ECOT; Vu Duy Hoang, Director of HR & Employee Wellbeing, Fulbright University Vietnam; and Yara Tarabulsi, Outreach and Advocacy Officer, Global Alliance for Care.

We would also like to thank the following **UNICEF colleagues** for their review and contributions:

Aabha Khatri, Gender Equality, HQ; Carlotta Barcaro, Global Lead, Business Engagement and Child Rights, HQ; Deepika Sharma, Chief of Nutrition, UNICEF Bangladesh; Erik Nyman, Programme Manager, Child Rights and Business, HQ; Fiona Mugabe, Partnerships Specialist, UNICEF Rwanda; Karla Parra Corrêa, Children's Rights & Business Specialist, UNICEF East Asia and Pacific; Lauren Whitehead, Social Protection and Gender Lead, HQ; Maria Pia Bianchetti, Policy Specialist, Child Rights and Business, HQ; Mercedes Eisele, Child Rights and Business, UNICEF Argentina; Monira Parveen, Nutrition Specialist, UNICEF Bangladesh; Nidhi Joshi, Chief, Communication, Advocacy, and Partnerships, UNICEF Rwanda; Ruth Graham Goulder, Senior Advisor, Gender, HQ; Shreyasi Jha, Regional Gender and Adolescent Advisor, UNICEF East Asia and Pacific.

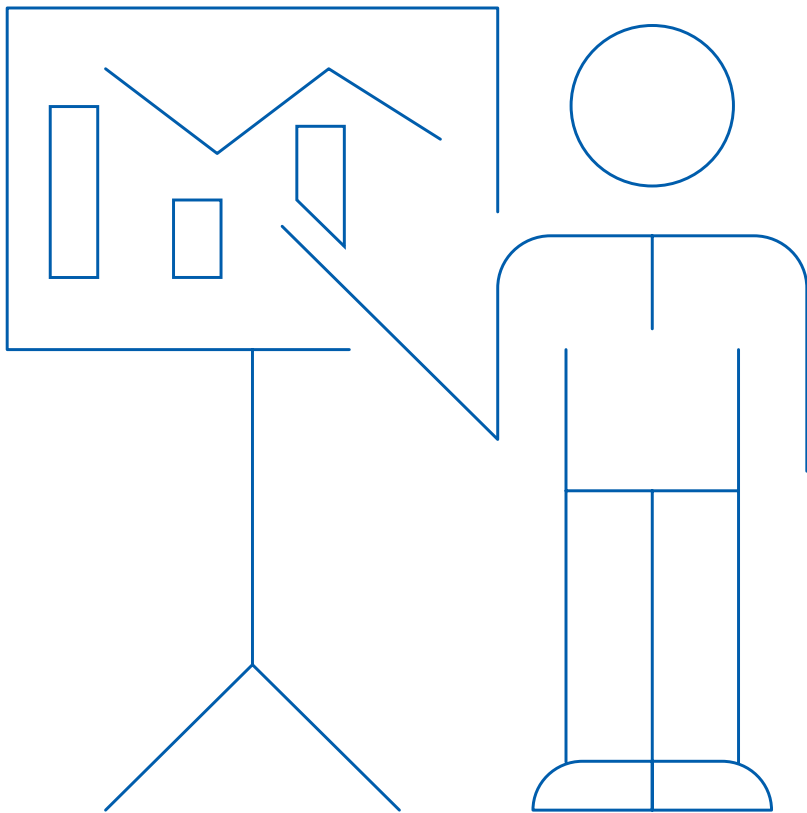
We are grateful for the support from Inter IKEA Group and VF Corporation in the development of this Toolkit.

## Copyright and disclaimer

This Toolkit is published by UNICEF. Extracts from this report may be freely reproduced with due acknowledgement.

This Toolkit is a UNICEF publication. Acknowledgements of company representatives do not imply a company's approval or endorsement of the document. Any reference made to a specific company does not imply endorsement by UNICEF of the company's policies and practices. This Toolkit has been drafted to engage companies and other stakeholders on the practical implementation of family-friendly policies in different workplace settings. Case studies are used solely to highlight current practices.

©United Nations Children's Fund (UNICEF), March 2025



# INTRODUCTION TO THE TOOLKIT

The following section is an introduction to this document: why it exists, how to use it, and what you will find inside.

- Contents
- Introduction to the toolkit

# CONTENTS

## INTRODUCTION TO THE TOOLKIT 3

Introduction to the toolkit ..... 5

## BUSINESS CASE FOR FAMILY-FRIENDLY POLICIES 6

Family-friendly policies and business competitiveness go hand-in-hand ..... 7

Evidence consistently supports the business benefits of family-friendly policies ..... 8

Companies can use key metrics to estimate the business case for family-friendly policies ..... 10

Family-friendly policies help businesses adapt to regulatory shifts more easily ..... 11

Companies can leverage government resources for family-friendly policies ..... 12

Although family-friendly policies have gained traction, efforts remain insufficient and fail to ensure inclusivity in various aspects ..... 13

Family-friendly policies directly advance the ESG agenda ..... 14

## SELF-DIAGNOSTIC ASSESSMENT 15

Begin the process of change ..... 16

Assess where you are ..... 17

Determine your family-friendly policies maturity level ..... 18

## IMPLEMENTATION GUIDES 19

Take a 'one size does not fit all' approach ..... 20

Follow a 4-step framework ..... 21

Secure buy-in from the start ..... 22

Design family-friendly policies that work ..... 23



## FACTORIES 25

Build an understanding of common challenges and pitfalls ..... 26

Build an understanding of challenges and pitfalls specific to your company ..... 28

Planning and developing family-friendly policies ..... 29

Implementing family-friendly policies ..... 41

Generating support and promoting uptake ..... 42

Integrate with business operations ..... 44

Engage with and influence the ecosystem ..... 45

Measure success and improve by learning ..... 46



## FARMS 52

Build an understanding of common challenges and pitfalls ..... 53

Build an understanding of challenges and pitfalls specific to your company ..... 55

Planning and developing family-friendly policies ..... 56

Implementing family-friendly policies ..... 73

Generating support and promoting uptake ..... 74

Integrate with business operations ..... 76

Engage with and influence the ecosystem ..... 77

Measure success and improve by learning ..... 78



## OFFICES 84

Build an understanding of common challenges and pitfalls ..... 85

Build an understanding of challenges and pitfalls specific to your company ..... 87

Planning and developing family-friendly policies ..... 88

Implementing family-friendly policies ..... 104

Generating support and promoting uptake ..... 105

Integrate with business operations ..... 107

Engage with and influence the ecosystem ..... 108

Measure success and improve by learning ..... 109



## SERVICE-ORIENTED 115

Build an understanding of common challenges and pitfalls ..... 116

Build an understanding of challenges and pitfalls specific to your company ..... 118

Planning and developing family-friendly policies ..... 119

Implementing family-friendly policies ..... 135

Generating support and promoting uptake ..... 136

Integrate with business operations ..... 138

Engage with and influence the ecosystem ..... 139

Measure success and improve by learning ..... 140

## ANNEX 146

State of ecosystem ..... 147

Sample employee needs survey ..... 150

Bibliography ..... 151

List of technical contributors ..... 153

# INTRODUCTION TO THE TOOLKIT

**Despite mounting evidence, many businesses have yet to fully realise the important and strategic reasons to invest in family-friendly policies.** The case is clear: data has shown time and again that businesses only stand to gain from these investments. Companies that invest in their employees' well-being see higher productivity, stronger retention especially of women, and improved bottom lines. Those that do not risk losing critical talent, and missing out on buyers, end consumers and investors who increasingly consider a company's responsible practices in their decision making.

**Adopting and advocating for strong family-friendly policies positions businesses as leaders in their fields.** Business leaders in family-friendly policies are better positioned to attract the best of available talent, keep up with regulatory shifts and push for standards across their industry. Businesses that go beyond implementation to actively advocate for change, often with peers, can unlock critical government resources to lower investment requirements.

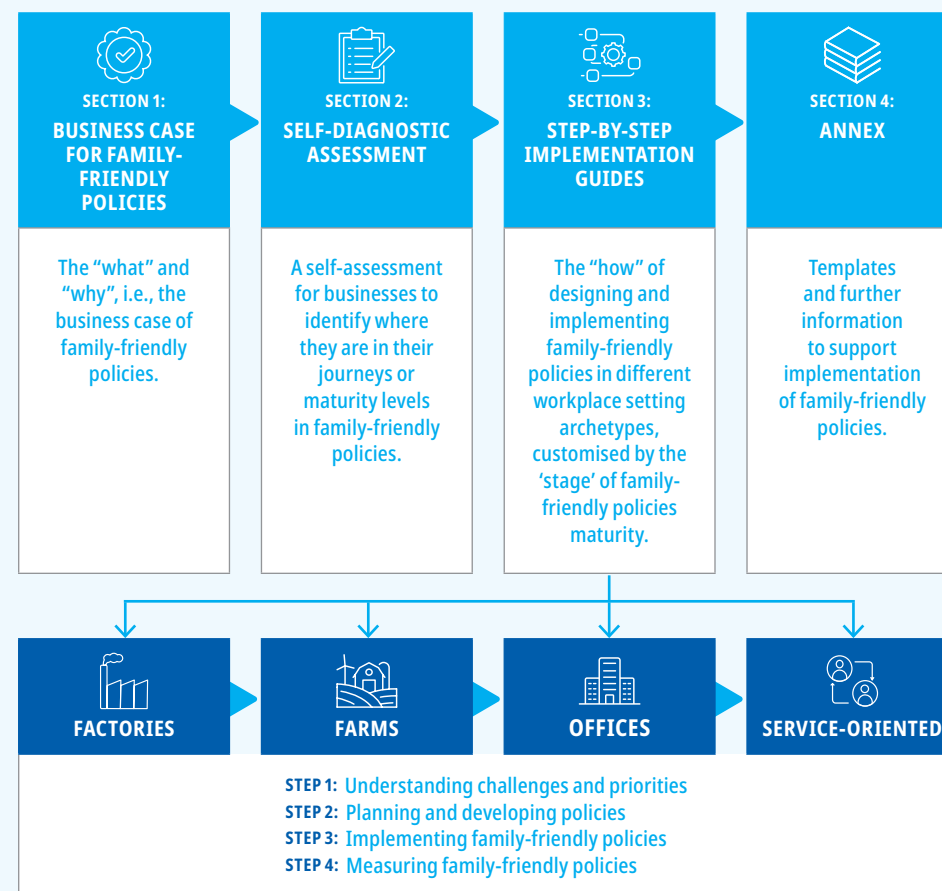
**Businesses have a pivotal role to play in the broader care ecosystem.** By complying with existing regulations and leading the way when standards fall short of international best practices, businesses can drive meaningful change. They have the opportunity—and responsibility—to eliminate the difficult choice millions of parents face between earning a living and nurturing their children. Such inclusive family-friendly policies extend beyond parents to all caregivers – including those who care for their spouses, siblings or parents.

**This toolkit is designed to support businesses – regardless of size\*, sector or stage of their journey – to implement family-friendly policies effectively.** By creating workplaces and business practices that minimize risks to child development and support families and children to thrive, companies unlock their employees' full potential while contributing to healthier societies and stronger economies.

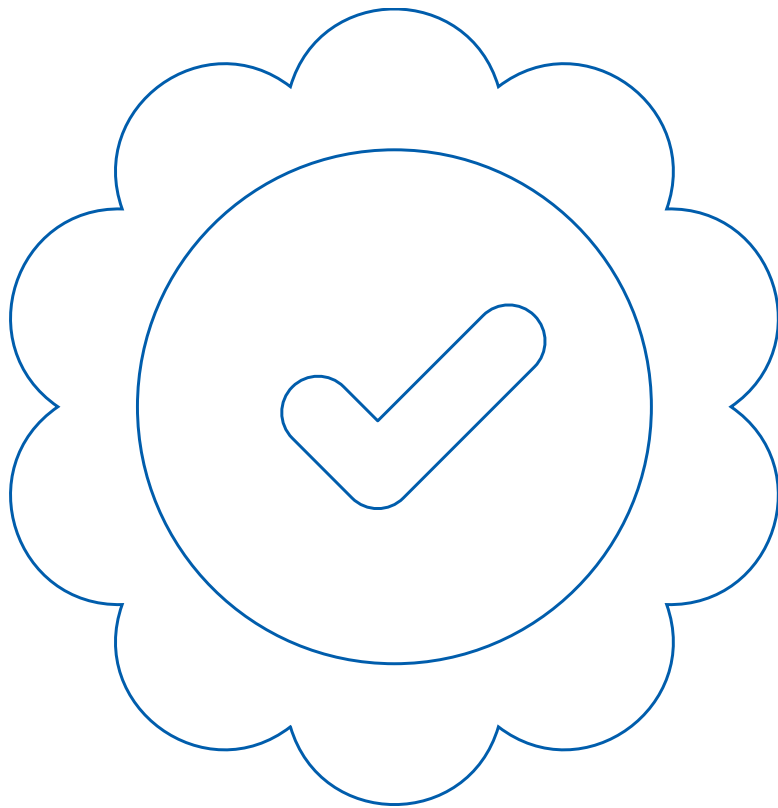
**Family-friendly policies are more than the right thing to do. They are a strategic decision that pays off for businesses, families, women and children.**

## THIS TOOLKIT SEEKS TO HIGHLIGHT THE BUSINESS CASE FOR FAMILY-FRIENDLY POLICIES AND PROVIDE STEP-BY-STEP GUIDANCE FOR IMPLEMENTATION.

This is designed for businesses across all stages of their journey, including guidance for factories, farms, offices, and service-oriented (e.g., retail, education institutes, healthcare) businesses.



*\* The Toolkit is designed to support businesses of all sizes; however, small businesses may face structural and contextual challenges in implementing some of the recommended measures. For these businesses, the Toolkit and its recommendations may remain aspirational and as part of an ongoing journey towards driving meaningful change one step at a time.*



# BUSINESS CASE FOR FAMILY-FRIENDLY POLICIES

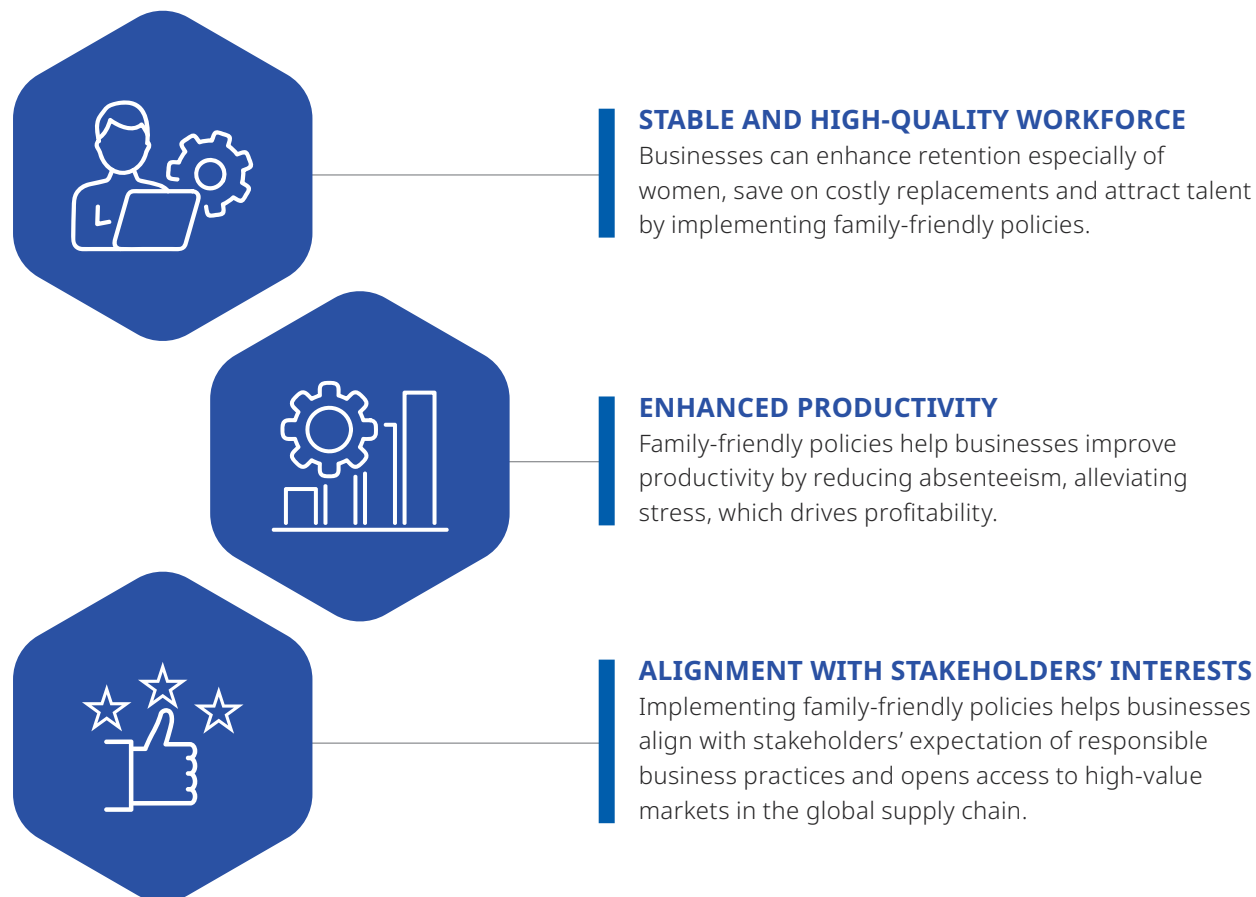
The following section highlights the business benefits of family-friendly policies, including supporting a broader Environmental, Social and Governance (ESG) agenda.

- ▶ Family-friendly policies and business competitiveness go hand-in-hand
- ▶ Evidence consistently supports the business benefits of family-friendly policies
- ▶ Companies can use key metrics to estimate the business case for family-friendly policies
- ▶ Family-friendly policies help businesses adapt to regulatory shifts more easily
- ▶ Although family-friendly policies have gained traction, efforts remain insufficient and fail to ensure inclusivity in various aspects
- ▶ Family-friendly policies directly advance the ESG agenda

# FAMILY-FRIENDLY POLICIES AND BUSINESS COMPETITIVENESS GO HAND-IN-HAND

Evidence consistently supports the business benefits of family-friendly policies

## Why should businesses invest in family-friendly policies?



## WHAT ARE FAMILY-FRIENDLY POLICIES?

**Family-friendly policies** are measures and arrangements designed to help employees balance their work and family responsibilities.

**UNICEF defines family-friendly policies through a child rights lens**, emphasising their role in enabling workers to fulfil family duties and promote children's development.

Through these policies, the private sector contributes to supporting caregivers in managing their care burden, and in turn creating a nurturing environment for children, and ensuring their right to health, education, and wellbeing. Additionally, they minimize the unpaid care burden on adolescents, especially girls, freeing time for education and enhancing future earning potential.

### The policies include:

- Paid leave
- Flexible working arrangements
- Breastfeeding support
- Affordable and quality childcare
- Protection of basic labour rights

Note: (\*) In situations where children accompany their parents to the workplace or are left unattended at home by working parents, FFPs, can also contribute towards preventing and minimizing risks to children.

# EVIDENCE CONSISTENTLY SUPPORTS THE BUSINESS BENEFITS OF FAMILY-FRIENDLY POLICIES (1 OF 2)



## STABLE AND HIGH-QUALITY WORKFORCE

**Businesses can significantly enhance employee retention, especially among women, by implementing family-friendly policies that support staff during critical life stages.** Women who receive paid leave are 93% more likely to return to work within 9 to 12 months after childbirth.<sup>1</sup> Childcare support have proven effective in increasing women's labour force participation, particularly for those with children under five years old, across both developed and developing countries.<sup>2</sup> Similar effects apply to single parents and same-sex couples, driving gender equality and better outcomes for children of all parents. Companies that offer parental leave that is accessible for all parents - including same-sex couples, parents adopting children, etc., see positive impacts on employee retention and engagement.<sup>3</sup>

**Many sectors face significant labour and skill shortages, where a stable workforce is a critical growth lever** for these sectors such as manufacturing, healthcare, education.<sup>4</sup> Factors such as declining female labour force participation since 2020 and shifts in employee preferences for working conditions have exacerbated these shortages.<sup>4</sup> Hence, **family-friendly policies can play a pivotal role in alleviating the staffing challenges** though enhancing retention of the female workforce – many of whom are skilled and seasoned workers. **Lowering turnover will save replacement costs** which can be between 20% and 400% of annual salary, depending on seniority.<sup>5</sup>

**In addition, family-friendly policies help businesses attract talent by aligning with evolving workforce expectations.** By 2025, millennials and Generation Z will comprise of over 75% of the global workforce. These generations have a high preference for employers who prioritise flexibility and offer paid parental leave.<sup>5,6</sup> In settings where labour shortages are high, such as in factories in China, the conversation on working conditions is increasingly shifting from pure compliance to labour rights to providing family-friendly policies to attract potential employees.<sup>7</sup>

**100%** maternity return rates at **Fairway Holdings in Sri Lanka** due to family-friendly policies, including a creche<sup>8</sup>

**97%** return-to-work rate at **Macquarie Group** thanks to family-friendly policies relating to parental leave, flexible working and wellbeing<sup>9</sup>

**15-30%** decrease in attrition of working mothers in **factories in Bangladesh** when applying family-friendly policies<sup>10</sup>

Source: (1) Rutgers, *Pay Matters*, 2012; (2) UNICEF, *Linking Family-Friendly Policies to Women's Economic Empowerment*, 2019; (3) U.S. Chamber of Commerce Foundation, *Business Success and Growth Through LGBT-Inclusive Culture*, 2019. (4) ILO, *Imbalances Between Supply and Demand*, 2024; (5) UN Women, *Attracting and Retaining Talent through Inclusive Family-Friendly Policies*, 2020; (6) Deloitte, *2023 Gen Z and Millennial Survey*, 2023, (7) IFC, *The Business Case for Employer-Supported Childcare in Sri Lanka*, 2018 (7) Expert stakeholder interviews. (8) Family Friendly Workplaces, *Case Study on Macquarie Group*, 2024; (9) UNICEF, Evaluation of the *Mothers@Work Programme in the Ready-Made Garment Sector of Bangladesh*, 2023.



## EVIDENCE CONSISTENTLY SUPPORTS THE BUSINESS BENEFITS OF FAMILY-FRIENDLY POLICIES (2 OF 2)



### ENHANCED PRODUCTIVITY

**Family-friendly policies enhance productivity by reducing absenteeism and alleviating employee stress, especially for women.** Research highlights a strong link between flexible schedules and lower absenteeism rates.<sup>1</sup> Paid parental leave has been consistently observed to reduce stress, anxiety, and depression, particularly among post-natal women.<sup>2</sup> Childcare is another major stressor for workers: 40% of participants in a UK study reported productivity challenges from suboptimal childcare.<sup>3</sup> In Rwandan tea farms, parents benefiting from childcare support had up to 34% higher productivity compared to their counterparts without childcare.<sup>4</sup>

**Family-friendly policies also drive business outcomes such as profitability.** An IFC survey in Bangladesh found that 51% of companies implementing childcare solutions experienced increased profitability.<sup>5</sup>

### ALIGNMENT WITH STAKEHOLDERS' INTERESTS

**By implementing family-friendly policies, businesses align with external stakeholders' increasing expectation of responsible business practices.** This can position them not just as an employer of choice but also a responsible presence in the community, potentially earning them recognitions (e.g. in Best Places to Work rankings) and brand loyalty.

**For businesses active in the global supply chain, family-friendly policies are even more important** as buyers in high-value markets increasingly prioritise ethical business practices such as inclusivity, women's employment, and worker well-being. Implementing family-friendly policies strengthens partner relationships, ensures compliance with evolving standards, and opens access to high-value markets that reward responsible operations.

**25%** decline in unplanned leave at Red Lands Roses, a floriculture business in Kenya, within a year of introducing childcare support<sup>3</sup>

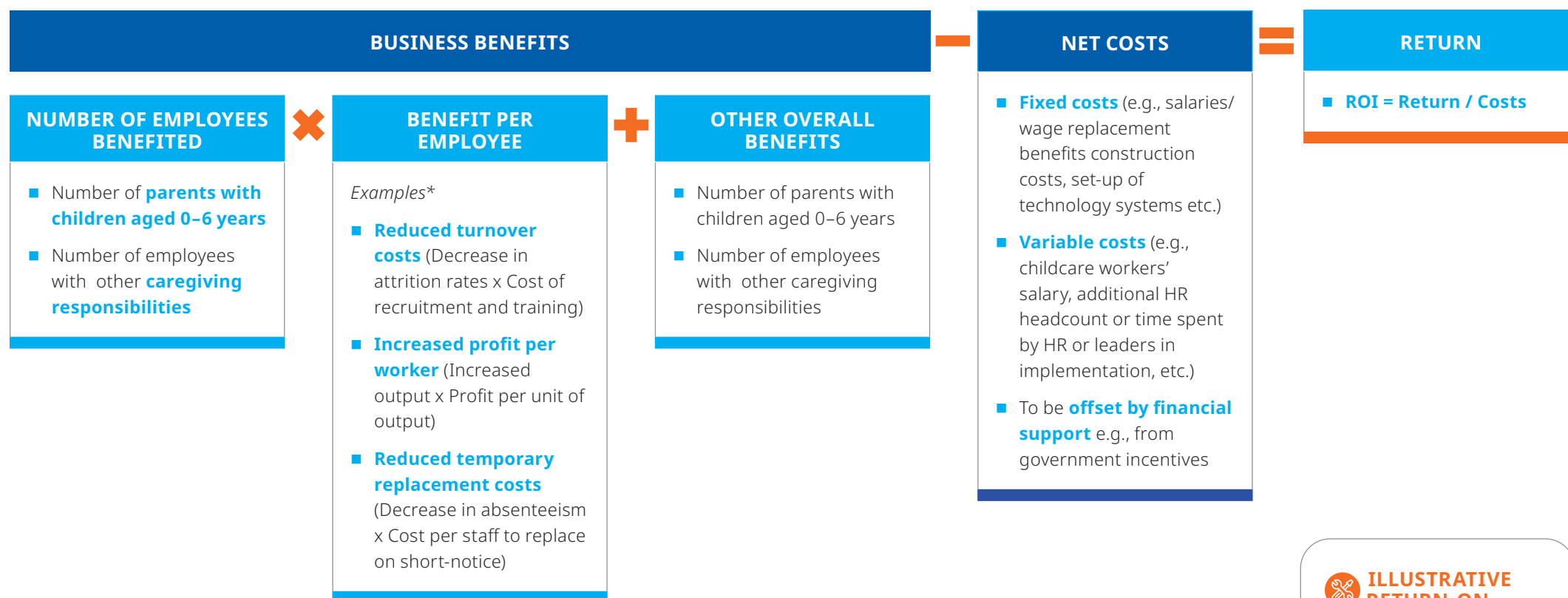
**18%** increase in productivity among female textile workers in Bangladesh, Cambodia, India, and Viet Nam after implementing health & nutrition initiatives<sup>6</sup>

**8.7%** Net Promoter Score at Randstad thanks to the adoption of parental leave and flexible work<sup>7</sup>

Source: (1) Heywood, John, et al., *Schedule Flexibility, Family-Friendly Policies and Absence*, 2014; (2) UNICEF, *How Family-Friendly Policies in the Workplace Contribute to Child, Youth and Caregiver Mental Health*, 2024, (3) IFC, *Tackling Childcare: The Business Case for Employer-Supported Childcare*, 2017; (4) UNICEF, *Business Case for Employer Supported Childcare in Rwanda*, 2021 (5) IFC, *Tackling Childcare The Business Benefits and Challenges of Employer-Supported Childcare in Bangladesh*, 2019; (6) UNICEF, *Policies and Practices to Advance Decent Work in Global Supply Chains*, 2020; (7) Family Friendly Workplaces, *Case Study on Randstad*, 2024.

# COMPANIES CAN USE KEY METRICS TO ESTIMATE THE BUSINESS CASE FOR FAMILY-FRIENDLY POLICIES

How businesses could estimate their return on investment (ROI)



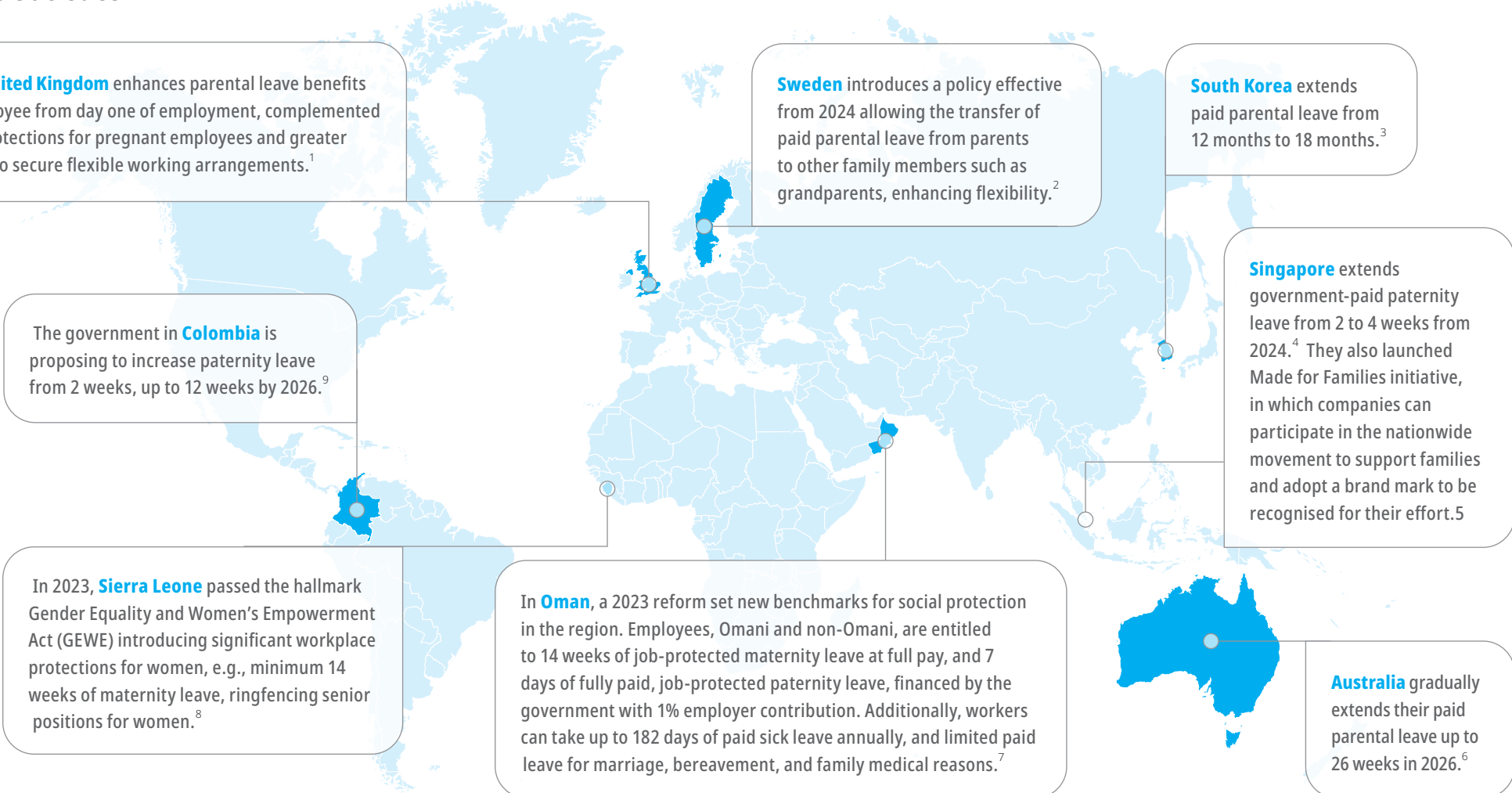
**ILLUSTRATIVE RETURN-ON-INVESTMENT ANALYSIS:**

+ [Page 38: UNICEF, Business Case for Employer Supported Childcare in Rwanda, 2021](#)

Note: (\*) non-exhaustive, to be customized based on business and organizational context

# FAMILY-FRIENDLY POLICIES HELP BUSINESSES ADAPT TO REGULATORY SHIFTS MORE EASILY

Governments are constantly enhancing family-friendly policies and regulations in response to ageing populations and demands for inclusive societies



In 2024, the **United Kingdom** enhances parental leave benefits for every employee from day one of employment, complemented by stronger protections for pregnant employees and greater opportunities to secure flexible working arrangements.<sup>1</sup>

**Sweden** introduces a policy effective from 2024 allowing the transfer of paid parental leave from parents to other family members such as grandparents, enhancing flexibility.<sup>2</sup>

**South Korea** extends paid parental leave from 12 months to 18 months.<sup>3</sup>

The government in **Colombia** is proposing to increase paternity leave from 2 weeks, up to 12 weeks by 2026.<sup>9</sup>

**Singapore** extends government-paid paternity leave from 2 to 4 weeks from 2024.<sup>4</sup> They also launched Made for Families initiative, in which companies can participate in the nationwide movement to support families and adopt a brand mark to be recognised for their effort.<sup>5</sup>

In 2023, **Sierra Leone** passed the hallmark Gender Equality and Women's Empowerment Act (GEWE) introducing significant workplace protections for women, e.g., minimum 14 weeks of maternity leave, ringfencing senior positions for women.<sup>8</sup>

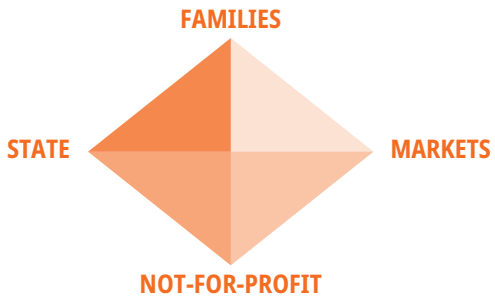
In **Oman**, a 2023 reform set new benchmarks for social protection in the region. Employees, Omani and non-Omani, are entitled to 14 weeks of job-protected maternity leave at full pay, and 7 days of fully paid, job-protected paternity leave, financed by the government with 1% employer contribution. Additionally, workers can take up to 182 days of paid sick leave annually, and limited paid leave for marriage, bereavement, and family medical reasons.<sup>7</sup>

**Australia** gradually extends their paid parental leave up to 26 weeks in 2026.<sup>6</sup>

Note: Non-exhaustive list of initiatives by governments; Source: (1) AP News, [U.K.'s New Labour Government Unveils Overhaul of Workers' Rights](#), 2024; (2) Le Monde, [Sweden Allows Grandparents to Take Parental Leave](#), 2024; (3) KBS World, [Parental Leave to Be Extended to 18 Months](#), 2024; (4) Strategy Group, [Building a Singapore Made for Families](#), 2023; (5) Made for Families, [Singapore is Made For Families](#), 2024; (6) Ministers for the Department of Social Services, [More Paid Parental Leave for Australian Families Than Ever Before](#), 2024; (7) ILO, [Far-Reaching Reforms in Oman Set New Benchmark for Social Protection in the Region](#), 2023; (8) BBC, [Sierra Leone Passes Landmark Law on Women's Rights](#), 2023; (9) ColombiaOne, [Colombia Mulls Extending Paternity Leave to 12 Weeks](#), 2024.

# COMPANIES CAN LEVERAGE GOVERNMENT RESOURCES FOR FAMILY-FRIENDLY POLICIES

Given the availability of government support in some countries, it would be a missed opportunity for businesses not to leverage these resources

DIAMOND OF CARE <sup>5</sup>	PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE
<div><p>The 'diamond of care' provides a stylized depiction of <b>four key stakeholders in the provision of care for children: governments, businesses, families, and civil society</b>. Across the globe, families often bear primary responsibility for caregiving, while other stakeholders play varying roles in supporting them – the extent and nature of this support differ from country to country. However, there is a growing demand for stronger collaboration among these actors to better assist families.</p><p>Businesses should then partner with other key actors towards building a comprehensive care ecosystem for employees and families. Together, this “diamond of care” represents <b>an integrated approach to advancing family-friendly policies</b>.</p></div>	<p>Businesses can capitalise on publicly funded maternity and paternity leave programs, which include <b>co-payment mechanisms like social insurance</b> to reduce cost while supporting employee well-being.</p> <p>In <b>Viet Nam</b>, businesses can leverage the country's social insurance program, which provides 100% salary coverage for up to six months of maternity leave and fully covers paternity leave ranging from 5 to 14 days.<sup>1</sup></p>	<p>Employers can make use of <b>government-provided frameworks and international guidance</b> for implementing flexible work policies.</p> <p>In the <b>United Kingdom</b>, businesses can follow a government-backed process that simplifies how employees and employers negotiate and approve flexible work arrangements.<sup>2</sup></p>	<p>Businesses can utilise <b>government subsidies and guidelines</b> to create breastfeeding-friendly workplaces.</p> <p>In <b>Taiwan</b>, employers who set up breastfeeding rooms that ensure accessibility, privacy, and basic facilities – such as seating, tables, and refrigeration – can receive a subsidy of over 600 USD under the Gender Equality in Employment Act.</p>	<p>While recognising that governments are responsible to drive childcare infrastructure, businesses can play a role in enabling childcare options by using <b>tax incentives and government-supported childcare programs</b>.</p> <p>In <b>Türkiye</b>, employers offering crèche or daycare services for employees' preschool children receive income tax exemptions. Alternatively, employers' payments for external childcare services can also be tax-exempt.<sup>4</sup></p>

Source: (1) Thư Viện Pháp Luật, *Vietnamese Law on Social Insurance*, 2014; (2) Gov.UK, *Flexible working*, 2024; (3) Ministry of Justice (Taiwan), *Laws and Regulations Database*, 2024; (4) Turkish Labour Law, *Tax Exemption for Crèche and Day Care Centre Services*, 2018; (5) UNRISD, *The Political and Social Economy of Care in a Development Context: Conceptual Issues, Research Questions and Policy Options*, 2007

# ALTHOUGH FAMILY-FRIENDLY POLICIES HAVE GAINED TRACTION, EFFORTS REMAIN INSUFFICIENT AND FAIL TO ENSURE INCLUSIVITY IN VARIOUS ASPECTS

GENDER	EMPLOYMENT TYPE	INCOME	CAREGIVING NEEDS
<div><div>96% of countries guaranteeing maternity leave</div><div>52% of countries mandating paternity leave</div><div>54% of countries enforce 14+ weeks of maternal leave by ILO standards</div><div>9 DAYS as the global average duration for paternity leave</div></div> <p>Family-friendly policies have alleviated the disproportionate care burden on women. However, these are often focused on women, <b>reinforcing traditional gender roles</b> and often <b>excludes LGBT+ communities</b> if designed with a traditional family structure in mind.</p> <p>Mandating equal parental leave and fostering workplace cultures that normalize male caregiving would promote gender equality for men and women, including a shift in traditional caregiving roles.</p>	<div><div>Informal employment accounts for: 90% in low-income countries</div><div>67% in middle-income countries</div><div>18% in high-income countries</div></div> <p>Informal workers typically <b>do not have legal access</b> to family-friendly policies. For instance, regulations may only extend paid leave for formal workers.</p> <p>Inequitable policies that exclude informal workers can deepen economic disparities and reinforce cycles of poverty, particularly for women who dominate informal work globally.</p>	<div><div>3.5x higher access to paid family leave for the highest income group than the lowest</div><div>3x more likely for full-time workers to have access to paid leave than part-time workers</div></div> <p>Low-income and part-time workers, who stand to benefit the most from family-friendly policies, often have <b>lower access than high-income groups</b>.</p> <p>Lack of such policies can worsen income inequalities. For instance, lack of affordable childcare would mean that parents (often women) leave the workforce to care for their children, losing out on income potential.</p>	<div><div>15% global population live with some form of disability</div><div>1 OUT OF 10 children worldwide have some form of disability</div></div> <p>Parents of <b>children with disabilities</b> require tailored policies, especially as this group is not homogeneous where children may require differentiated supported.</p> <p>Inclusive policies can be extended to employees with other caregiving roles, such as for family with disabilities or elderly. Such roles are often assumed by women, and inequitable policies will further exacerbate their care burden.</p>

Source: (1) UNICEF, *Paid Parental Leave and Family-Friendly Policies*, 2019; (2) ILO, *Care At Work*, 2022; (3) HRC, *US LGBTQ Paid Leave Survey*, 2018; (4) UNICEF, *Family-Friendly Policies for Workers in the Informal Economy*, 2021; (5) BCG, *Why Paid Family Leave Is Good Business*, 2017; (6) WHO, *World Report on Disability*, 2011; (7) UNICEF, *Press Release*, 2021

# FAMILY-FRIENDLY POLICIES DIRECTLY ADVANCE THE ESG AGENDA

Implementing family-friendly policies contributes to material issues for businesses and supports the Social pillar

## Environmental – Social – Governance (ESG) considerations are increasingly important for businesses



### GOVERNMENTS

Globally, ESG regulations are advancing. The European Union leads with more comprehensive regulatory frameworks such as CSRD and ESRS\*, while regulations in North America and Asia Pacific progress at varying speeds.<sup>1</sup>



### SUPPLY CHAIN PARTNERS/ CUSTOMERS

ESG is gaining importance in global supply chains, driven by more comprehensive regulations in high-value markets, pushing companies to ensure partners meet ESG standards.



### INVESTORS

Investors are increasingly integrating ESG factors into decisions. For instance, strong ESG ratings are linked to lower capital costs.<sup>2</sup>



### CONSUMERS

Consumers, led by Millennials and Gen Z, are increasingly supporting brands incorporating ESG. An analysis of 44,000 brands in the US showed that brands making ESG claims grew faster than those who did not.<sup>3</sup>

## Family-friendly policies help advance the ESG agenda

Majority of the workforce comprises of individuals aged 25-54, of which 34% have at least one child under six, making family-friendly policies material to many companies.<sup>4</sup>

### FINANCIAL MATERIALITY

- ▶ **Operational stability:** Family-friendly policies reduce workers' stress and absenteeism related to caregiving, lowering risks of operational disruptions and compromised output quality, and revenue loss or rework costs.
- ▶ **Employee retention:** Family-friendly policies reduce turnover due to childcare demands, alleviating significant replacement costs.
- ▶ **Compliance:** Effective policies help companies avoid non-compliance costs (e.g., to labour standards) and loss of market access as regulations become more stringent.

### IMPACT MATERIALITY

- ▶ **Employee and children well-being:** Family-friendly policies enable caregivers to balance work and family responsibilities. Children benefit from better parental engagement, leading to improved health, education, and emotional well-being.
- ▶ **Gender equality:** These policies alleviate career interruptions for women, promote equal opportunities for professional growth and narrow the gender pay gap.
- ▶ **Labour rights:** Family-friendly policies, through ensuring living wages, safe working environments and non-discrimination, ensure that companies adhere to fair labour practices.

Note: (\*) Corporate Social Responsibility Directive and European Sustainability Reporting Standards; Source: (1) ERM, [The Global Regulations Radar](#), 2024; (2) MSCI, [MSCI ESG Ratings and Cost of Capital](#), 2024; (3) McKinsey, NielsenIQ, [Consumers Care About Sustainability](#), 2024; (4) ILO, [Women With Young Children Have Much Lower Labour Force Participation Rates](#), 2024.



# SELF-DIAGNOSTIC ASSESSMENT

The following section provides a diagnostic framework to help businesses assess where they stand in their journey of implementing family-friendly policies.

- ▶ Begin the process of change
- ▶ Assess where you are
- ▶ Determine your family-friendly policies maturity level

# BEGIN THE PROCESS OF CHANGE

Perform a self-diagnosis of your business to identify your starting point and chart your path forward

**For all businesses, every step towards implementing family-friendly policies is impactful, regardless of where they are in their journey**

Implementing family-friendly policies is an ongoing journey and can come with practical challenges like budget constraints, low management buy-ins, or workplace-specific limitations. This toolkit is designed to support businesses at every stage, while ensuring that the progress is achievable. Understanding where you stand is the first step in prioritising actions that will have the most meaningful impact for your employees and your organization.

**The self-assessment exercise in this section will help you:**

- **Understand where your business stands in its journey in implementing family-friendly policies** – from a ‘foundational’ to an ‘advanced’ maturity level.
- **Periodically log and report on improvements** to your maturity level by gradually increasing your score.



“It is important for businesses to determine where they stand, because regardless of where they might be in their journey, there is always something to improve upon.”

- CEO, Large trade association in the manufacturing sector

## COMPLETE SELF-ASSESSMENT CHECKLIST

- ▶ Read the checklist of questions split across three criteria: Strategy and Commitment, Design and Implementation, and Business Reporting Capabilities.
- ▶ Based on your company’s current state, ‘tick’ mark each question in the checklist.
- ▶ Tally your ‘tick’ marks in each criteria to get three separate scores.

## CATEGORISE YOUR SCORES

Based on your tally of scores, use the scoring guide to classify your performance in each criteria into:

- ▶ Low
- ▶ Medium
- ▶ High

Questions marked with an asterisk (\*) indicates basic family-friendly policies to be achieved before a company can be considered a ‘Medium’ or ‘High’ in the Design and Implementation pillar.

## IDENTIFY YOUR MATURITY LEVEL

Use the below framework to determine the maturity level of your business:

- ▶ **Foundational:** If you score two or more ‘Low’ ratings across the three criteria.
- ▶ **Intermediate:** If you score no more than one ‘Low’, with a ‘Medium’ or a ‘High’ in the other criteria.
- ▶ **Advanced:** If you score a ‘High’ in at least two criteria, and no ‘Low’ scores.



# ASSESS WHERE YOU ARE

Use the checklist and scoring categorisation to determine your performance across three criteria.



STRATEGY AND COMMITMENT		FAMILY-FRIENDLY POLICY DESIGN AND IMPLEMENTATION		M&E CAPABILITIES
SELF-ASSESSMENT CHECKLIST	<p>Does the company have a dedicated family-friendly policies strategy linked to its business goals (e.g., defined outcomes, theory of change)?</p> <p>Has the company communicated the family-friendly policies strategy to its staff (e.g., through meetings, documents, handbooks etc.)?</p> <p>Does the company have communication guidelines in-place, to keep all communication free from discriminatory language or imagery (e.g., avoiding gendered language, representation of diverse groups in imagery, etc.)?</p> <p>Does the company's recruitment process incorporate steps to ensure that hiring is not influenced by gender, age, family responsibilities, and other biases (e.g., standardised assessment criteria, clear job requirements, unconscious bias training)?</p> <p>Does the company consider family-friendly policies of its suppliers as part of procurement or contracting?</p> <p>Does the company organize awareness/ training sessions for its management on policies and encourage them to promote uptake among employees?</p> <p>Does the company engage or advocate with government and/ or peers to drive family-friendly policies? (e.g., knowledge sharing, consultations, lobbying, partnerships, etc.)</p>	<p><b>Paid leave</b></p> <p>Does the company offer paid parental leave in-line with legal requirements or at least 14 weeks of maternity<sup>1</sup> (whichever is higher)?*</p> <p>Does the company offer paid parental leave beyond legal requirements or at least 18 weeks of maternity<sup>2</sup> (whichever is higher)?</p> <p>Does the company offer equal length of leave to all (mothers, fathers, adoptive parents)?</p> <p>Does the company offer additional leave like caregiving leave or sick leave for dependents?</p> <p>Are paid leave policies accessible to all staff, including contractual and part-time?</p> <p><b>Flexible working arrangements</b></p> <p>Does the company offer flexible working to relevant staff (like flexible start/end times, hybrid work, shift swaps)?*</p> <p>Is there a clear mechanism or process for staff to request for flexible working arrangements (e.g., approval criteria, guidelines for request, appeal process)?</p> <p>Are flexible working arrangements accessible to all staff, including contractual and part-time?</p>	<p><b>Breastfeeding support</b></p> <p>Does the company provide paid breaks for breastfeeding mothers?*</p> <p>Are dedicated and private breastfeeding spaces available in the company premises?*</p> <p>Are the breastfeeding spaces equipped with additional facilities (like refrigerator, sink, etc.)?</p> <p>Are mothers educated on their breastfeeding rights and provisions, and supported by management in utilising these facilities?</p> <p><b>Affordable and quality childcare</b></p> <p>Is financial support to access childcare services offered to staff?</p> <p>Does the company provide childcare facilities?</p> <p>Are the childcare support or services applicable for children between 0-6 years old?</p> <p><b>Protection of basic labour rights</b></p> <p>Are policies in place to prevent discrimination against staff with family responsibilities?*</p> <p>Does the company offer health and safety protections for pregnant and nursing women?*</p> <p>Does the company offer health insurance that includes family coverage and dependents?</p> <p>Does the company access government incentives or support to implement family-friendly policies?</p>	<p>Does the company have surveys or tools to track the usage and staff satisfaction of key family-friendly policies regularly?</p> <p>Does the company have accountability mechanisms to ensure that employee feedback are addressed (e.g., revision in policy, response from management)?</p> <p>Does the company have a grievance mechanism, and does it review cases to identify concerns with implementation of family-friendly policies?</p> <p>Does the company monitor the impact of its family-friendly policies (e.g., staff retention rates post-parental leave)?</p> <p>Is the data disaggregated (by gender, age, family responsibilities, etc.) when measuring the impact of family-friendly policies?</p> <p>Does the company conduct an analysis of the reasons for termination of an employment relationship, ensuring that it is not based on gender, family responsibilities or disability?</p> <p>Do teams responsible for evaluating and monitoring family-friendly policies include diverse archetypes of people, including employees of different seniorities, genders, family status?</p> <p>Does the company report on metrics related to family-friendly policies in line with international standards (e.g., GRI)?</p>
	<p><b>SCORING</b></p> <p><input type="checkbox"/> <b>TOTAL</b></p> <p><b>Low:</b> 2 or less questions ticked</p> <p><b>Medium:</b> 3 to 4 questions ticked</p> <p><b>High:</b> 5 or more questions ticked</p>			<p><input type="checkbox"/> <b>TOTAL</b></p> <p><b>Low:</b> 2 or less questions ticked</p> <p><b>Medium:</b> 3 to 4 questions ticked</p> <p><b>High:</b> 5 or more questions ticked</p>

Source: Based on the [Empresas Que Cuidan \(ECU\)](#) diagnosis tool created by UNICEF; (1) ILO, [Maternity Protection Convention \(No. 183\)](#), 2000; (2) ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000.

# DETERMINE YOUR FAMILY-FRIENDLY POLICIES MATURITY LEVEL

Use the following framework to categorise your company's performance

## Ready to take action?

Look for **'Foundational', 'Intermediate' and 'Advanced' labels in the following sections** to find the most relevant recommendations.

### WHERE DO YOU STAND IN YOUR FAMILY-FRIENDLY POLICIES JOURNEY?



#### LEVEL I FOUNDATIONAL

*You scored 'Low' in at least two out of the three criteria.*

Your company is in the initial stages of implementing family-friendly policies. Basic policies, if present, meet legal requirements but can be improved through integration with organizational strategy or systematic tracking.



#### LEVEL II INTERMEDIATE

*You scored no more than one 'Low' and a 'Medium' or 'High' in the remaining two criteria.*

Your company has established basic policies aligned with its business goals and is likely beginning to track their impact systematically. Some policies might extend beyond minimum compliance requirements and the leadership promotes family-friendly policies within the organization.



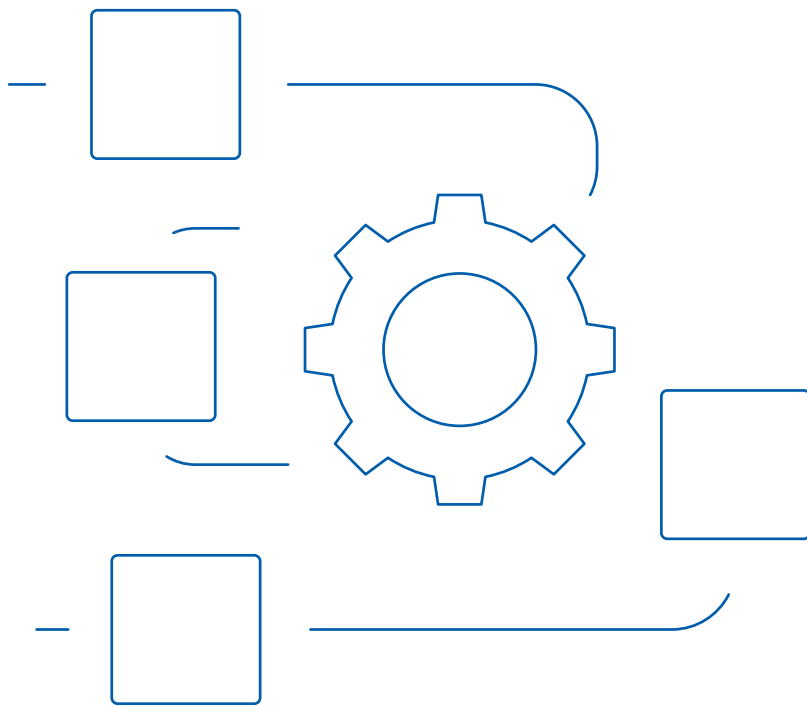
#### LEVEL III ADVANCED

*You scored a 'High' in at least two criteria, and no 'Low' scores.*

Your company is a leader in implementing comprehensive family-friendly policies. Policies are refined based on feedback of employees, and you are starting to play an advocacy role. The organization could further benefit from deepening the quality of its policies and driving external communications.



© UNICEF/UNI10268/DEJONG



# IMPLEMENTATION GUIDES

The following section offers step-by-step guides customised for four workplace archetypes: factories, farms, offices and service-oriented workplace settings.

- ▶ Take a 'one size does not fit all' approach
- ▶ Follow a 4-step framework
- ▶ Secure buy-in from the start
- ▶ Design family-friendly policies that work

# TAKE A 'ONE SIZE DOES NOT FIT ALL' APPROACH

Refer to the step-by-step guide that best suits your company's workplace setting

Implementing family-friendly policies effectively requires an understanding of the unique needs, constraints, and priorities of distinct workplace settings.



## FACTORIES

Labour-intensive setting with high demand for physical labour and safety risks, requiring robust policies to support shift workers and contractual staff.



© UNICEF/UN1329313/BOURNA



## FARMS

Seasonal, outdoor work with exposure to environmental risks, where temporary staff and rural areas (far removed from well-developed facilities) demand flexible and inclusive solutions.



© UNICEF/UN016877/NOORANI



## OFFICES

Indoor working environment with low physical risks and high mental stress, emphasising flexibility, equal opportunities, and wellness-focused policies.



© UNICEF/UN1358867/IJAZAH



## SERVICE-ORIENTED

Roles characterised by direct interaction with people, rigid schedules, and high-pressure environments, like educational institutions, healthcare, retail, and sales.



© UNICEF/UN0843660/IJAZAH

# FOLLOW A 4-STEP FRAMEWORK

Adopt a continuous loop of designing, implementing, measuring, and refining to ensure effectiveness

Each guide follows a 4-step process to guide you in advancing your family-friendly policies journey.

STEP	UNDERSTANDING CHALLENGES AND PRIORITIES	PLANNING AND DEVELOPING POLICIES	IMPLEMENTING FAMILY-FRIENDLY POLICIES	MEASURING FAMILY-FRIENDLY POLICIES
KEY OBJECTIVE	Build an understanding of workplace-specific needs, barriers, and priority areas for action.	Develop practical, context-appropriate policies that align with your organizational capabilities.	Ensure adoption and uptake across the organization.	Track effectiveness of family-friendly policies in achieving business goals.
DESCRIPTION	<ul style="list-style-type: none"><li>■ Identify barriers to implementation within your industry, from structural constraints to cultural factors.</li><li>■ Gain insights into your company's unique challenges in supporting a family friendly working environment.</li><li>■ Learn how to assess your employees' needs and priorities.</li></ul>	<ul style="list-style-type: none"><li>■ Develop recommendations across family-friendly policies based on workplace insights.</li><li>■ Develop policies that align with your available resources and operational realities.</li><li>■ Find practical guidance for creating ambitious yet achievable policies, regardless of where you are in your family-friendly policies journey.</li></ul>	<ul style="list-style-type: none"><li>■ Push uptake of family-friendly policies by developing tailored communication approaches to persuade diverse stakeholder groups, encouraging awareness and adoption.</li><li>■ Develop systems and processes to support implementation of policies.</li><li>■ Leverage advocacy to champion best practices and communicate broader ESG goals.</li></ul>	<ul style="list-style-type: none"><li>■ Understand the importance and key considerations in business reporting.</li><li>■ Learn to track policy effectiveness through metrics to assess outputs and outcomes.</li></ul>



# SECURE BUY-IN FROM THE START

Identify and engage stakeholders for buy-in and support early on to ensure effective design and implementation

**Leadership support is central to successful implementation of family-friendly policies. However, in large and complex organizations, buy-in from other key stakeholders across subsidiaries, geographies and functions is critical for effectiveness.**

## IDENTIFY THE RIGHT STAKEHOLDERS

Often in large and complex organizations, decision making may be decentralised across stakeholders to varied degrees. Consider the right parties to engage early on:

- **Leadership:** Beyond senior leadership (e.g., Board, C-Suite, global leadership), decision making power may rest with country or business heads.
- **HR teams/ Policy owners:** Family-friendly policy owners may be decentralised across HR teams, which may be decentralised by brands, functions, or countries.
- **Budget owners:** Consider where budget for implementation of family-friendly policies may be from – e.g., a centralised budget or spread across countries or departments.
- **Employee unions/ associations:** Engage local employee unions or associations from an early stage to secure grassroots support for policy implementation and evaluation.

## FRAME THE BUSINESS CASE

In engaging these stakeholders, consider how best to build the business case:

- **What benefits would most speak to them** (e.g., retention, productivity, talent attraction, leadership pipeline)?
- **How is this balanced with potential costs** (e.g., salary costs of employees on parental leave, time investment, costs of childcare setup)?
- **What evidence would be most compelling** (e.g., industry-specific case studies or benchmarks, metrics from peer organizations, existing feedback from employees\*)?

## DRIVE ALIGNMENT ACROSS TEAMS

Each stakeholder may have different levels of ambitions or priorities for family-friendly policies. Consider how you can drive alignment:

- **What are key principles or constraints** in selecting the 'right' set of family-friendly policies (e.g., maximising number of employees benefited, alignment across global policies, set budgets)?
- **What are legal and industry benchmarks** that may apply to different geographies, and what level of ambition does the organization want to achieve vis-à-vis these (e.g., in line with standards, to act as industry leaders)?

Note: (\*) Refer to Step 1 in the workplace guides on more information on how companies can assess employee needs in more depth.

# DESIGN FAMILY-FRIENDLY POLICIES THAT WORK

Ensure you think about three principles when designing policies for your business

**Family-friendly policies should not only meet immediate worker needs but also promote equity, long-term viability, and adaptability.**

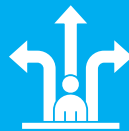
## WHAT SHOULD GOOD FAMILY-FRIENDLY POLICIES LOOK LIKE?



### ARE THE POLICIES INCLUSIVE?

*Ensure policies are accessible to all employees, regardless of employment status, role or diverse caregiving needs.*

- Are policies accessible to employees across roles (full-time, part-time, contract, and seasonal workers)?
- Are they accessible to everyone regardless of gender or family structure, including same-sex couples, single parents, and adoptive families?
- Do policies support women employees in care roles while simultaneously engaging men?
- Are they responsive to diverse care-giving needs such as relating to children with disabilities or elderly dependents?
- Do they consider barriers faced by marginalised groups (e.g., migrant workers or low-income employees)?



### ARE THE POLICIES SUSTAINABLE?

*Ensure policies are viable and aligned with the organization's long-term goals.*

- Do the policies balance employee benefits with operational feasibility?
- Are mechanisms in place to periodically review and improve policy effectiveness?
- Do the policies accommodate changing workforce demographics or evolving needs?
- Are resources (financial, time, infrastructure) allocated to maintain the policies long term considering the potential cost outlay?



### ARE THE POLICIES FLEXIBLE?

*Ensure policies adapt to varying needs by integrating flexibility into implementation and design.*

- Can employees customise aspects of the policies to suit their unique caregiving needs?
- Are there mechanisms to address urgent or unforeseen circumstances (like emergencies)?
- Are there tools (e.g., digital platforms or flexible leave trackers) integrated to simplify adoption?

# DESIGN FAMILY-FRIENDLY POLICIES THAT WORK

Ensure you think about three principles when designing policies for your business

**Family-friendly policies should not only meet immediate worker needs but also promote equity, long-term viability, and adaptability.**

## WHAT SHOULD GOOD FAMILY-FRIENDLY POLICIES LOOK LIKE?



### WHAT EXISTING RESOURCES AND SUPPORT CAN MY COMPANY LEVERAGE?

- What kind of government support can my company tap on (e.g., subsidies, incentives, paid parental leave\*), or should ensure employees are aware of?
- Is there existing childcare infrastructure nearby? How can the government be engaged to drive more support?
- Are there other businesses in proximity I can partner with to provide childcare solutions?



### WHAT CULTURAL OR SOCIAL NORMS DO WE NEED TO BE AWARE OF?

- What are cultural expectations around who should be the primary and non-primary caregivers\*\*?
- Do most employees live with or near extended family that can support childcare?
- What kind of beliefs do employees have about breastfeeding (e.g., preference for exclusive breastfeeding vs. expressing, preference for breastfeeding vs. formula milk)? How can more employees be supported in breastfeeding if they wish to?
- How socially acceptable is it for fathers to utilise family-friendly policies (e.g., use parental leave/flexible work arrangements)? How can more fathers be incentivised to utilise such policies?



### WHAT IS THE STATE OF PHYSICAL AND DIGITAL INFRASTRUCTURE?

- What kind of transportation do employees use to arrive at the workplace? Are such transport child-friendly, if parents are accessing childcare at or near your workplace?
- Do employees have access to stable internet connection and required equipment (e.g., laptops) at home?

Note: (\*) In countries where there is government support for long maternity leave (e.g., more than 6 months), family-friendly policies such as breastfeeding support may not be as high priority to address. (\*\*) In many countries, there are strong social norms towards mothers as primary caregivers. However, this may not be the case for all families, where fathers or other close family members may act as primary caregivers, including in same-sex partnerships and in single-parent families.





# FACTORIES



# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (1 OF 2)



Understanding the common landscape of challenges and pitfalls faced by factories is crucial for companies to benchmark their performance against peers and identify blind spots.

Factories present distinct operational patterns and workforce demographics that make family-friendly policies not just socially important, but also business-critical. For instance, **women represent 30%<sup>1</sup> of the manufacturing workforce globally, with many of reproductive age, making the implementation of family-friendly policies a business necessity.** Designing good policies to drive employee wellbeing supports quality of output and minimises rework costs.



With production-driven schedules, physically demanding environments, and diverse workforce needs, factories face a broad set of challenges.

The lack of or underutilisation of **reliable childcare and appropriate flexible working arrangements** are a **leading cause of attrition** in factories, particularly for women. Factories looking to improve workforce retention and operational efficiency should therefore address this as a key priority. If implemented adequately, these policies help workers balance caregiving responsibilities while maintaining productivity.



“Most factories lack context-specific understanding of the common barriers prevalent in their industries and how to address them effectively within their operational constraints.”

- Gender expert,  
Large Multilateral

## KEY CONSIDERATIONS

### ▶ Nature of operations

#### Production schedules and shift work

- Factories often operate around the clock with fixed production schedules and shifts, complicating flexible working arrangements, breastfeeding support and paid leave. For example, line managers struggle to coordinate breastfeeding breaks while maintaining production targets, and long commuting hours, especially in industrial zones, limit family time for workers. Production also requires in-person presence, limiting options for how factories think about flexible working arrangements.
- Well-designed coverage systems and operational adjustments have witnessed improved workforce stability and productivity.

#### Physical infrastructure and space limitations

- Manufacturing environments must balance safety requirements with worker support facilities. Despite legal requirements in some regions, factories struggle to provide adequate childcare facilities due to limited available space in factory layouts, poor access to community services due to remote locations and safety considerations of constructing on-site breastfeeding or childcare facilities.
  - Innovative solutions like, partnerships and shared facilities can mitigate these challenges, and have proven to be successful.
- (continued on next page)

Source: (1) Workforce, [More Women Join the Manufacturing Workforce](#), 2023; Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (2 OF 2)



## KEY CONSIDERATIONS *(continued)*

### **Nature of operations *(continued)***

#### **Physical risks and hazards**

- Factory workers are exposed to physically intensive and potentially hazardous work (e.g., use of heavy machinery or chemicals), where special provisions need to be taken for pregnant and lactating women. This could bring about operational challenges in managing workloads and shifts.
- Integrated planning can effectively maintain both safety and support.

### **Workforce composition and needs**

#### **Proportion of migrant workers**

- A significant proportion of factory workers are internal or international migrants (e.g., 70% in China, 85% in Bangladesh garment factories), who would have differing needs for childcare and breastfeeding support compared to locally-based workers.<sup>1</sup>
- Flexible working arrangements or leave policies can help address their unique needs, such as balancing family commitments with work.

#### **Nature of contract**

- Factories often employ contractual and temporary staff in large numbers, where government resources and protections may not apply to all workers, requiring additional resources from companies to extend similar benefits to everyone. Unstable contracts, coupled with low pay for low-skilled roles can leave workers struggling to afford childcare.
- Successful implementations often start with permanent workers and systematically expand coverage.

#### **Gender mix**

- While in many sectors (e.g., garment, apparel) women make up majority of the workforce, male-dominated sectors e.g, electronics or automobile manufacturing may see increased challenges in driving acceptance and uptake of family-friendly policies.

### **Access to amenities**

#### **Location challenges**

- Industrial zones often lack proximity to essential services, particularly impacting workers with care responsibilities. Some locations may have limited existing support infrastructure including transportation services. Further, catering to the individual needs of each factory (e.g., by opening an on-site childcare facility at a factory, operating transportation services) significantly increases the cost burden on companies.
- Collaborative models, including partnerships with local governments or NGOs, can help bridge this gap.



In factories, thoughtfully designed family-friendly policies not only support workers' wellbeing but also enhance operational stability through better retention, reduced absenteeism, and sustained productivity.

Source: (1) Boudreau, L., et al, *Migrants, Experience, and Working Conditions in Bangladeshi Garment Factories*, 2024; Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF CHALLENGES AND PITFALLS SPECIFIC TO YOUR COMPANY

STEP 1

STEP 2

STEP 3

STEP 4



To effectively implement family-friendly policies in factories, it's essential to tailor strategies to your company's specific circumstances.

Companies must assess their specific situation through three lenses: employee needs, industry benchmarks and business objectives.

## ASSESS EMPLOYEE NEEDS

Identify family-related challenges and priorities of factory workers to inform relevant and impactful policies by:

- **Conducting employee surveys:** Use targeted questions to uncover nuanced worker needs across different family-friendly policies.
- **Holding focus groups:** Create safe spaces for workers to share their experiences and concerns.
- **Analyse feedback by demographics:** Disaggregate responses by gender, age, and marital status to identify specific trends.

Communicate early and consistently about how employee feedback informs policy design.

### RESOURCES

- + Consider collaborating with trade associations/other local organizations for the needs assessment (e.g., [Ethical Supply Chain Program's Family Friendly Factory Program](#))
- + [Better Work's Global Compliance Assessment Tool \(CAT\)](#)
- + [Page 15: Better Work \(2022\), Mothers@Work Report](#)
- + [Page 37: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)
- + See [Annex](#) for a sample version of a short employee survey, to be customised to your own needs

## BENCHMARK ECOSYSTEM AND INDUSTRY STANDARDS

Evaluate your practices against the ecosystem and industry standards and identify gaps for improvement by:

- **Researching industry practices:** Use publicly available resources to benchmark your factory's policies against regional standards or peers with similar size, revenue and workforce composition.
- **Assessing legal compliance and state of ecosystem:** Review local labour laws on maternity leave, breastfeeding breaks, and childcare provisions; and country-specific factors, like availability of care, cultural norms and infrastructure.
- **Leveraging buyer requirements:** Align policy efforts with buyer codes of conduct.

### RESOURCES

- + Refer to the list of questions in the [Annex](#) to assess the state of ecosystem: (1) community resources, (2) social and cultural norms and (3) physical and digital infrastructure
- + Page 44: UNICEF East Asia and Pacific Regional Office (2020), Family-Friendly Policies: Handbook for Businesses

## ALIGN POLICIES WITH BUSINESS GOALS

Connect implementation to organizational objectives such as retention, productivity, and compliance by:

- **Aligning policies with your company's strategic goals:** Map out how implementing specific policies leads to desired business outcomes.
- **Setting Key Performance Indicators (KPIs):** Establish metrics to monitor the impact of specific policies on business performance.
- **Determining tangible benefits:** Use data and success stories to demonstrate the return on investment and tangible benefits of family-friendly policies.

### RESOURCES

- + Page 72: IFC, Tackling Childcare: A Guide For Employer-supported Childcare (2019)
- + Page 80: UNFPA (2023), Family Friendly Workplace Model

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

This toolkit covers five policy areas that support workers throughout their parenting journey, from pregnancy to their children's early development.

In factory settings, these policies require specific considerations due to the unique nature of manufacturing environments:

## PAID LEAVE

- Job protected paid leave of absence for working women and men, typically starting just before the time of childbirth (or adoption in some countries).
- Includes paid maternity leave, paid paternity leave, and parental leave.

- In a factory setting, paid leaves especially mitigate physical demands of labour-intensive work during pregnancy and promote recovery.

## FLEXIBLE WORKING ARRANGEMENTS

- Provides employees flexibility to better balance work and personal responsibilities.
- Includes options such as staggered shifts, compressed workweeks, part-time arrangements, and, where feasible, remote work for administrative roles.

- While hybrid/remote work might not be the most relevant in a production environment, flexibility in shifts can help reduce absenteeism.

## BREASTFEEDING SUPPORT

- Includes remunerated breastfeeding, lactation breaks during working hours and dedicated breastfeeding spaces.
- Facilities such as lactation rooms should ensure privacy, hygiene, and proximity to the workplace.

- Breastfeeding support would need to consider the challenges of rigid schedules and lack of appropriate spaces.

## AFFORDABLE AND QUALITY CHILDCARE

- Ensures access to affordable childcare services, including before- and after-school care.
- Can include partnerships with local childcare providers or on-site childcare facilities.
- Supports working parents, reduces absenteeism, and enhances productivity.

- A necessity in factories due to a typical lack of or limited options of childcare facilities in industrial zones; childcare hours may also need to align with extended hours (e.g., night shifts).

## PROTECTION OF BASIC LABOUR RIGHTS

- Includes benefits like child grants, insurance schemes, and access to health services.
- Facilitate access to national social security schemes, e.g., pensions.
- Ensures basic financial stability for workers and their families.

- These policies can bridge gaps in access to national social protection systems, especially among migrant workers.



THE FOLLOWING SECTIONS CONTAIN DETAILED GUIDANCE FOR IMPLEMENTING EACH OF THESE FIVE POLICY AREAS, WITH SPECIFIC RECOMMENDATIONS TAILORED TO YOUR COMPANY'S MATURITY LEVEL, PRACTICAL EXAMPLES AND CASE STUDIES OF SUCCESSFUL IMPLEMENTATION, AND BEST PRACTICES FOR EFFECTIVE ADOPTION.



Source: UNICEF, Family-Friendly Policies: A Policy Brief, 2019.



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
MATERNITY LEAVE	<ul style="list-style-type: none"> <li>Provide at least 14 weeks paid leave (ILO minimum standard) to both permanent and long-term contract workers, even in locations without legal requirements.</li> <li>Ensure job protection and return-to-work guarantee.</li> </ul>	<ul style="list-style-type: none"> <li>Extend paid leave duration to at least 18 weeks (ILO recommended standard).</li> <li>Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li> </ul>	<ul style="list-style-type: none"> <li>Provide gender-neutral policies, e.g., 18 weeks or more of paid leave for both primary and non-primary caregivers.</li> <li>Include special provisions for multiple births or complications and offer extensions to parents of children with disabilities.</li> </ul>
PATERNITY LEAVE	<ul style="list-style-type: none"> <li>Introduce basic paid leave of 2 weeks (global average is 9 days) for fathers or non-primary caregivers, even in locations where it is not mandated by law.</li> <li>Ensure job protection and return-to-work guarantee.</li> </ul>	<ul style="list-style-type: none"> <li>Provide at least 4 weeks of paid leave to fathers or non-primary caregivers.</li> <li>Extend coverage to both permanent and long-term contract workers.</li> </ul>	<ul style="list-style-type: none"> <li>Childcare leave policies: Introduce policies for adoption leaves and childbirth leave for surrogates.</li> </ul>
OTHER LEAVES	<ul style="list-style-type: none"> <li>Sick and emergency leave: Extend coverage to both permanent and long-term contract workers.</li> <li>Caregiving leave: Introduce 5-10 days annual leave for all caregivers (e.g., children or elderly parents).</li> <li>Offer leave extensions for children with disabilities or special needs.</li> </ul>	<ul style="list-style-type: none"> <li>Sick and emergency leave: Extend coverage to both permanent and long-term contract workers.</li> <li>Caregiving leave: Introduce 5-10 days annual leave for all caregivers (e.g., children or elderly parents).</li> <li>Offer leave extensions for children with disabilities or special needs.</li> </ul>	<ul style="list-style-type: none"> <li>Sick leave: Allow use of sick leave for IVF, and conversion of unused leave to caregiving leave or to roll over into future years.</li> <li>Special leave policies: Introduce policies for bereavement and consider sabbatical options for long-term caregiving.</li> <li>Offer leave pooling to support employees with additional leave needs (e.g., due to caregiving).</li> </ul>

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + [BetterWork \(BW\) Global Compliance Assessment Tool – Compliance Points: Discrimination \(Gender\), Compensation \(Paid Leave\), Working time \(Leave\)](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.7, ND.8](#)
- + [Sedex SMETA Measurement Criteria \(v. 6.1\): 5.34, 6.34, 7.3\(d\), 7.5\(d\), 7.11, 7.12](#)
- + [GRI Reporting Standards 401 and 406](#)



### TOOLS


- + [Better Work's Global Compliance Assessment Tool \(CAT\)](#)
- + [Policy Repository by World Policy Analysis Centre](#)



### SOURCE

- + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000
- + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000
- + WHO, [The case for paid sick leave](#), 2010
- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020



 **WE CAN DECIDE TO HAVE CHILDREN WHENEVER WE WANT. THERE IS NO FEAR OF LOSING JOB OR EXTRA WORK PRESSURE OR FEAR OF LOSING OUT ON A PROMOTION. ALSO, MATERNITY BENEFITS ARE MOTIVATING THE MALE MEMBERS OF THE FAMILY TO LET WOMEN WORK OUTSIDE.**

*– A factory worker*



#### CASE STUDY

## MOTHERS@WORK PROGRAMME IN BANGLADESH SUPPORTING MATERNITY LEAVE

### UNICEF

The Mothers@Work programme, supported by UNICEF in Bangladesh's ready-made garments sector, underscores the transformative impact of paid maternity leave on working mothers' well-being and workforce participation. As part of the initiative, paid maternity leave was introduced and implemented as a critical workplace standard, enabling women to recover post-childbirth and balance their caregiving responsibilities with work.

**Data from the intervention factories revealed that 60% of women cited paid maternity leave as the primary reason for returning to work.** The leave period provided mothers with adequate time to physically and emotionally prepare for rejoining the workforce, with 98% of lactating women in these factories reporting they felt better equipped to manage their responsibilities upon return.

The programme highlights paid maternity leave not only as a benefit for mothers but also as a strategic advantage for employers.

*Source: Stakeholder consultations with Mothers@Work implementation team in UNICEF Bangladesh Country Office, 2024.*

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<b>Companies can introduce flexibility in work hours and breaks where tasks allow and gradually transition from a time-based system to an outcome-based approach.</b>		
FLEXIBLE WORKING ARRANGEMENTS			
FLEXIBLE WORK TIME & BREAKS			
FLEXIBLE SHIFTS	<ul style="list-style-type: none"> <li>Introduce basic shift-swapping options with supervisor approval.</li> <li>Implement emergency shift change protocols for caregiving needs.</li> <li>Offer reduced hours for pregnant women.</li> </ul>	<ul style="list-style-type: none"> <li>Offer flexible shift options for all.</li> <li>Introduce more flexible options for workers with diverse caregiving needs e.g., shorter and more frequent shifts or longer daily shifts in exchange for longer leaves (for migrant workers)</li> </ul>	<ul style="list-style-type: none"> <li>Develop integrated shift selection system that allows workers to choose (1) preferred shifts on a quarterly basis based on seniority and performance and (2) split shifts while maintaining output targets.</li> </ul>
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
BREAKTIME MANAGEMENT			
PRODUCTION LINE ASSIGNMENT			
PROTECTION OF BASIC LABOUR RIGHTS	<ul style="list-style-type: none"> <li>Allow basic flexibility in break timing for essential family needs, while ensuring mandatory compliance with legal requirements (if any), and dedicated spaces to rest during shifts.</li> </ul>	<ul style="list-style-type: none"> <li>Offer flexible break options for all workers regardless of genders or contractual types.</li> <li>Offer option to convert entitled break time to accumulated leave days (for migrant workers)</li> </ul>	<ul style="list-style-type: none"> <li>Design personalised break schedules accommodating individual needs.</li> </ul>
	<ul style="list-style-type: none"> <li>Account for worker circumstances in line placement.</li> <li>Allow basic workstation modifications for pregnant workers.</li> <li>Implement temporary reassignment options for health needs.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce formal mechanisms for requesting line transfers.</li> <li>Offer cross-training for work rotation options.</li> </ul>	<ul style="list-style-type: none"> <li>Adapt working schedules during peak demand seasons to balance production needs with well-being (e.g., shorter shifts during summer).</li> </ul>



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

Globally recognised standards for implementing flexible working in factories are still evolving, but several key trends and practices have emerged, particularly in response to workforce demands and the impacts of the COVID-19 pandemic.

- + [Flexible working in the manufacturing industry – can it work?](#)
- + [Can a factory offer flexible work schedules?](#)
- + [Flexible work arrangements in manufacturing: 5 tactics for employers to consider](#)



### SOURCE

- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020





IF WE CAN BE FLEXIBLE WITH PEOPLE, THEN PEOPLE WILL BE FLEXIBLE WITH US AND THEY WILL PROBABLY WORK HARDER FOR US. IF WE PUT BARRIERS UP AND SAY “WE’RE NOT WORKING WITH YOU,” WE WOULDN’T GET THE SAME RESPONSE FROM STAFF.

– A factory line manager



## CASE STUDY

# FLEXIBLE WORKING ARRANGEMENTS IN THE U.K.

## SCHNEIDER ELECTRIC

Schneider Electric introduced flexible working arrangements in their manufacturing sites to improve worker satisfaction and productivity. In factory settings, the company implemented staggered start and finish times, as well as the option for workers to swap shifts.

**These policies were particularly beneficial in regions where caregiving responsibilities and cultural norms often limited worker’s ability to remain in the workforce.** As a result, worker satisfaction and engagement improved, leading to a reduction in absenteeism. Operational efficiency was maintained through well-coordinated shift schedules and clear communication systems.

This initiative demonstrated that even in factory settings, where flexibility is often challenging, innovative policies can create a more equitable and productive work environment.

Source: CIPD, Flexible Working Case Study: Schneider Electric, 2019.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
BREASTFEEDING FACILITIES	Companies can start with basic designated spaces that ensure privacy and gradually enhance facilities to support different work schedules and service delivery patterns.		
BREASTFEEDING SUPPORT	<ul style="list-style-type: none"> <li>■ Designate a clean, private space for breastfeeding/ expressing milk, close to production areas if aligned with safety standards.</li> <li>+ Ensure adequate lighting, ventilation and basic hygiene standards.</li> <li>+ Provide basic amenities like seating and electrical outlets.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide private space accessible only by breastfeeding or expressing mothers.</li> <li>+ On top of basic amenities meeting hygiene standards, provide refrigeration facilities and sterilisation equipment.</li> </ul>	<ul style="list-style-type: none"> <li>■ Establish multiple lactation rooms with full amenities (e.g., armchairs, tables, refrigeration, sterilisation equipment, bin, handwashing stations) for breastfeeding or expressing mothers.</li> <li>■ Include consultation space for lactation support.</li> </ul>
LACTATION BREAKS	Companies can start with paid lactation breaks aligned with ILO standards and progressively develop flexible systems that support both operational needs and employee preferences.		
PRODUCTION LINE ASSIGNMENT	<ul style="list-style-type: none"> <li>■ Offer scheduled breaks equivalent to 1 hour or a daily reduction of hours of work to mothers to breastfeed (ILO minimum standard)<sup>1</sup> or as per labour laws for at least 6 months post-birth, ideally 24 months.</li> <li>■ Create flexible break scheduling system and offer flexible break timing based on individual needs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide additional breaks, such as for caregivers of infants with disabilities or health issues, based on medical documentation (ILO recommended standard) for at least 6 months post-birth, ideally 24 months.</li> <li>■ Offer option to convert unutilised breaks to accumulated leave days (e. g., for migrant workers)</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer flexible scheduling options for night shift workers.</li> <li>■ Create protocols for extended break needs.</li> </ul>

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

- + [BetterWork \(BW\) Global Compliance Assessment Tool – Compliance Points: Compensation \(Paid Leave\), Working time \(Leave\)](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.8.1](#)
- + [Sedex SMETA Measurement Criteria \(v. 6.1\): 1.11, 6.8\(c\), 6.29, 6.36, 7.8\(d\)](#)

### TOOLS

- + [Better Work's Global Compliance Assessment Tool \(CAT\)](#)
- + [Policy Repository by World Policy Analysis Centre](#)

### SOURCE

- + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000
- + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000
- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
	IF EXTERNAL CHILDCARE FACILITIES ARE LIMITED/NOT AVAILABLE:		
PAID LEAVE	<b>CHILD CARE FACILITIES</b>  Companies can begin with collaborative childcare solutions that align with service schedules and gradually develop comprehensive on-site facilities that accommodate diverse workforce needs if there is adequate and sustainable financial resources.		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<b>INFRASTRUCTURE</b>		
	<ul style="list-style-type: none"><li>■ Partner with providers to establish shared childcare facilities across factories.<ul style="list-style-type: none"><li>+ Ensure facilities meet basic safety standards and emergency protocols and ensure nutrition needs.</li></ul></li><li>■ If existing transport infrastructure is not child-friendly, offer transportation to and from childcare facility.</li></ul>	<ul style="list-style-type: none"><li>■ Develop dedicated on-site childcare centre with qualified staff and age-appropriate spaces.<ul style="list-style-type: none"><li>+ Ensure adherence to health and safety protocols aligned with local standards.</li><li>+ Provide appropriate meals for children, ensuring nutritional needs.</li><li>+ Provide specialised support for children with disabilities or special needs.</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Develop comprehensive childcare centres with specialised activities for different age groups.<ul style="list-style-type: none"><li>+ Maintain a low ratio of childcare workers to children (e.g., 1:5).</li><li>+ Create dedicated spaces for children with special needs.</li><li>+ Offer facilities for children of migrant workers (for e.g., introducing language classes, summer programs).</li></ul></li></ul>
	<b>OPERATIONAL MANAGEMENT</b>		
	<ul style="list-style-type: none"><li>■ Align childcare hours with shift timings.</li><li>■ Establish clear emergency protocols.</li></ul>	<ul style="list-style-type: none"><li>■ Extend operating hours to cover standard shifts.</li><li>■ Establish basic child drop-off and pickup procedures.</li></ul>	<ul style="list-style-type: none"><li>■ Provide 24/7 childcare coverage to accommodate all shifts.</li><li>■ Offer backup care options for emergencies.</li></ul>

Businesses should also advocate with and engage governments closely in driving childcare support, recognising the supporting role that they play in the care ecosystem.

(Continued on next page)

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

- + Fair Labor Association (FLA) Compliance Benchmarks: HSE.27
- + Sedex SMETA Measurement Criteria (v. 6.1): 3.9(t), 4.17, 4.22, 4.23
- + Minimum Standards for Child Protection in Humanitarian Action: Standard 23, 24, 25

### TOOLS

- + Better Work's Global Compliance Assessment Tool (CAT)
- + Policy Repository by World Policy Analysis Centre

### SOURCE

- + UNICEF, Family-Friendly Policies: A Policy Brief, 2019
- + UNICEF, Children's Rights in the Garment and Footwear Supply Chain, 2020
- + UNICEF, ILO, WIEGO, Family-friendly policies for workers in the informal economy, 2021

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.


These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>IF EXTERNAL CHILDCARE FACILITIES ARE LIMITED/NOT AVAILABLE:</div> <div>FINANCIAL SUPPORT</div> <div>Companies can start with basic financial assistance and gradually develop comprehensive benefit packages that address diverse workforce needs.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<ul style="list-style-type: none"> <li>Offer a basic monthly stipend to reduce cost of childcare or negotiate discounted fees with childcare providers with additional stipend for parents with children with disabilities.</li> <li>Assist workers in accessing available government support for childcare or partner with quality providers for discounted rate for workers.</li> </ul>	<ul style="list-style-type: none"> <li>Offer sliding scale fee structure based on worker income levels and additional support for single parents, low-income workers and parents of children with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Implement comprehensive childcare benefit packages (incl. offering full subsidies to vulnerable workers).</li> <li>Include coverage for specialised care needs.</li> </ul>

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

- RELEVANT STANDARDS**
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: HSE.27](#)
  - + [Sedex SMETA Measurement Criteria \(v. 6.1\): 3.9\(t\), 4.17, 4.22, 4.23](#)
- TOOLS**
- + [IFC's Guide For Employer-Supported Childcare](#)
  - + [Better Work's Global Compliance Assessment Tool \(CAT\)](#)
  - + [Policy Repository by World Policy Analysis Centre](#)
- SOURCE**
- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
  - + UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020
  - + UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021



 **I WAS ALWAYS WORRIED ABOUT MY KID'S SAFETY DURING THE SUMMER VACATION, AS EVERY YEAR I HEARD ABOUT ACCIDENTS INVOLVING CHILDREN SUCH AS CHILDREN DROWNING IN PONDS OR DYING FROM ELECTRIC SHOCKS. FCFS HAS FOUR TEACHERS TO LOOK AFTER MY FIVE-YEAR-OLD SON. I FEEL MUCH MORE AT EASE NOW AND CAN FOCUS ON MY WORK.**

*– Father at a participating factory*

© UNICEF/UNI726562/Ma; Photograph not related to the testimonial to preserve anonymity



#### CASE STUDY

## CHILD-FRIENDLY SPACES IN FACTORIES IN CHINA

### THE CENTRE FOR CHILD RIGHTS AND BUSINESS

The Centre implemented child friendly spaces in five factories in China to provide children of migrant workers with a safe, inclusive space to play, interact with others and to take part in joint parent-child activities.

With a high proportion of migrant workers in factories, many of them have to leave their children behind with extended families. The child-friendly space was set up during the summer months to allow factory workers to spend more time with their children.

**This saw positive results in worker-management relationships**, with 68% beneficiaries having 'absolute trust' in management compared 49% of non-participants; **and intention to remain with the factory**, where 88% of beneficiaries reported intention to stay for at least 2 more years compared to 71% of non-participants. .

Source: Centre for Child Rights and Business, Factory Child-Friendly Spaces Pilot Program in China, 2016.





**MY CHILD HAS IMPROVED EMOTIONAL CONTROL AND HAS BECOME MORE RESPONSIBLE FOR HER ACTIONS. THE CFS TEACHERS ALSO HELP BRING HER TO SCHOOL WHILE I AM WORKING.**

*– A mother of a 6-year-old child*



## CASE STUDY

# CHILD-FRIENDLY SPACES IN INDONESIAN RATTAN COMMUNITY

**IKEA, FINDORA INTERNUSA, CENTER FOR CHILDRIGHTS AND BUSINESS**

Launched in May 2023 in Muara Pulau, this initiative provides a safe, nurturing space for children of rattan farmers and workers in IKEA's supply chain to learn, play, and grow while their parents work.

Operating weekdays from 6 a.m. to 2 p.m., the child-friendly space accommodates up to 14 children, with two locally recruited, trained teachers managing no more than seven children each. The teachers completed rigorous training in child safeguarding and age-appropriate teaching methods. The facility features materials that support literacy, numeracy, and social development and has been renovated to create a safe and engaging environment.

This initiative reflects IKEA's commitment to improving working conditions throughout its supply chain. Early results show **53% of parents feel less worried while working, and about 70% of children have improved their literacy and numeracy skills, with 63% showing enhanced emotional and social intelligence.**

*Source: Centre for Child Rights and Business, A Child-Friendly Space in Muara Pulau, 2024.*

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>WAGE PROTECTION</div> <div>Companies can begin with basic wage compliance and gradually develop comprehensive compensation systems that recognise the unique demands of service roles.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<ul style="list-style-type: none"><li>Ensure all workers (incl. contractual staff) are paid at least the legal minimum wage on time.</li><li>Provide clear documentation of earnings and benefits, and implement basic grievance redressal mechanisms for wage disputes.</li><li>Ensure non-discrimination of wages, regardless of gender, residential and/ or family status.</li></ul>	<ul style="list-style-type: none"><li>Ensure all workers (incl. contractual staff) are paid at least a living wage* on time.</li><li>Monitor and address gender-based or other wage disparities to promote equitable pay structures.</li><li>Provide the option of on-demand pay, allowing workers to access earned wages before payday.</li><li>Include policies addressing unique caregiving requirements, like allowances for parents of children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>Implement comprehensive financial wellness programs like education savings support for workers' children.</li></ul>

(Continued on next page)

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

#### Maternal health and nutrition

- + [BetterWork \(BW\) Global Compliance Assessment Tool – Compliance Points: OHS \(Health Services and First Aid\), Compensation \(Paid Leave\), Working time \(Leave\)](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.12, HSE.11, HSE.12](#)
- + [Sedex SMETA Measurement Criteria \(v. 6.1\): 5.34, 6.1\(e\), 6.34, 6.35, 7.8\(d\)](#)

#### Wages and working hours

- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.3, C.1 to C.25](#)
- + [Sedex SMETA Measurement Criteria \(v. 6.1\): 5.6, 5.12, 6.2\(a\), 7.1\(b\)](#)

### SOURCE

- + NICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020
- + UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021

Note: (\*) [Living wage](#) is a level of pay that gives workers and their families a decent standard of living



ONE EVENING, I RECEIVED AN URGENT CALL FROM MY FAMILY: A CLOSE RELATIVE NEEDED IMMEDIATE MEDICAL TREATMENT, AND THE PAYMENT HAD TO BE MADE UPFRONT. IN THE PAST, I WOULD HAVE FELT FORCED TO APPROACH A BLACK-CREDIT LENDER – A ROUTE I DREAD BECAUSE OF STORIES I’VE HEARD OF PEOPLE FALLING INTO DEBT TRAPS. BUT I FEEL HAPPY THAT WITH THE ADVANCE PAYMENT I WAS ABLE TO SUPPORT THE EXPENSES.

– Factory worker



## CASE STUDY

# ON-DEMAND PAY FOR WORKERS IN VIET NAM

## EKKO

In Viet Nam, several companies across sectors such as manufacturing, retail and services are offering their employees the option of on-demand pay through the fintech service ekko – a salary advancement service allowing employees to access their earned wages before payday.

The financial service is particularly popular among workers aged 21–40. This on-demand pay service enables employees to secure funds for essential expenses such as household costs, emergency health needs, and paying off debt.

**By providing an alternative to high-interest black market loans, on-demand pay helps employees avoid financial traps while addressing immediate needs.** This solution has proven to not only reduces stress for workers but has also supported companies in reduce their turnover by ~10% on average.

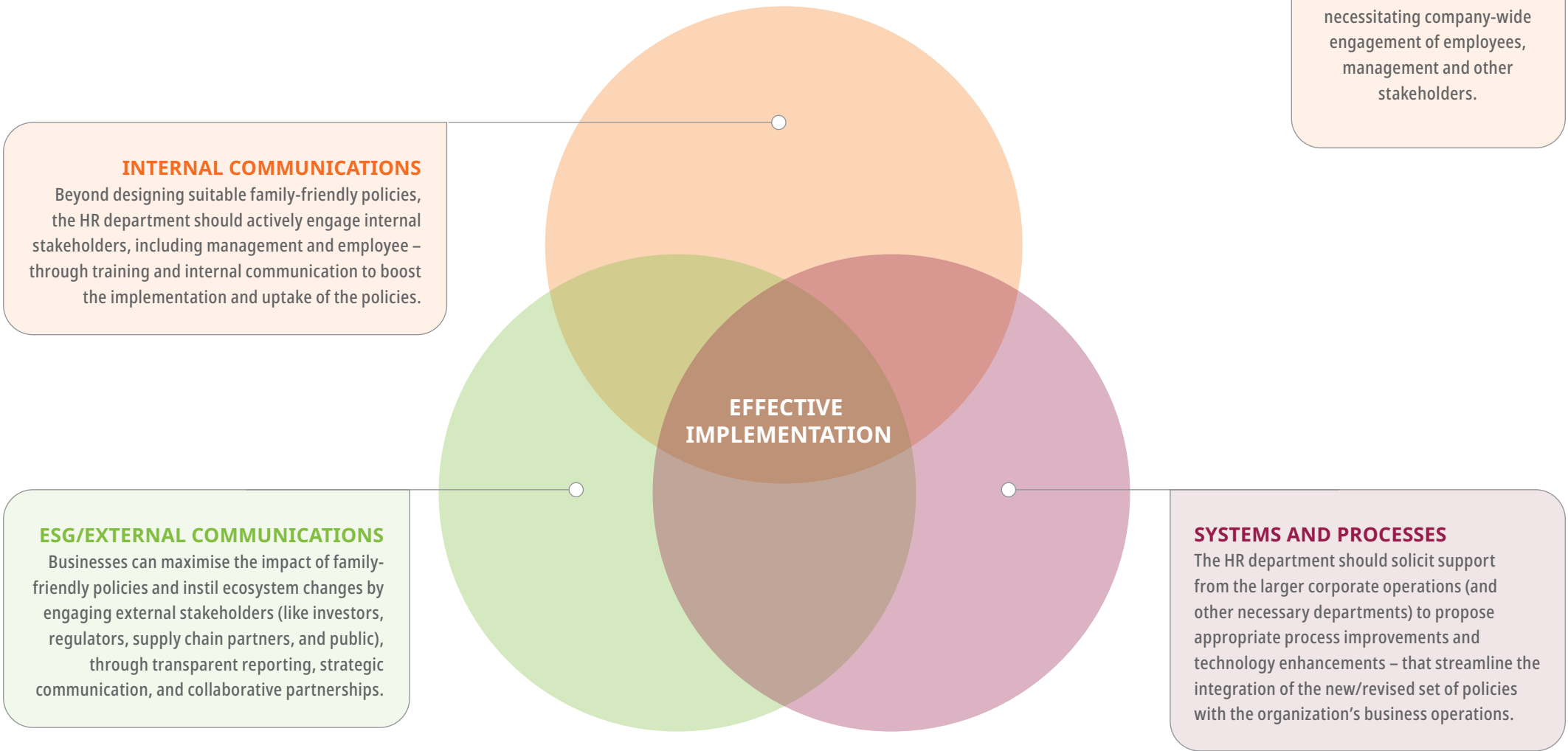
Source: Stakeholder consultations with ekko team, 2024.



# IMPLEMENTING FAMILY-FRIENDLY POLICIES



Three implementation drivers are crucial to translate family-friendly policies from intent into meaningful practices.



Effective implementation of family-friendly policies remains a big challenge for most farms, with success necessitating company-wide engagement of employees, management and other stakeholders.

# GENERATING SUPPORT AND PROMOTING UPTAKE



Effectively implementing family-friendly policies in factory settings requires clear, inclusive, and strategic communication to ensure awareness and alignment across all levels of stakeholders.

Successful implementation of the policies depends on understanding and addressing the unique perspectives, concerns, and needs of each stakeholder group; A thoughtful communication strategy that considers several distinct viewpoints is essential for driving meaningful adoption and ensuring sustainable impact.

WHO ARE THE KEY STAKEHOLDERS, AND WHAT ARE THEIR CONCERNS?		
<b>FACTORY WORKERS</b> <ul style="list-style-type: none"><li>■ Have immediate concerns about how the policies will affect their daily work lives.</li><li>■ Worried about job security and whether availing the policies will impact their future in the company or financial sustainability.</li><li>■ May fear potential stigma from colleagues or negative effects on their performance evaluations.</li><li>■ Given the production-driven nature of their work – need clear assurance that family-friendly policies will not create tension within their teams or with the management.</li></ul>	<b>SUPERVISORS/LINE MANAGERS</b> <ul style="list-style-type: none"><li>■ Face the complex challenge of balancing worker needs with production demands.</li><li>■ Primary concerns centre around maintaining efficiency of operations and output/ production capacity while implementing family-friendly policies.</li><li>■ Many mid-level managers worry about their ability to handle emergency situations while keeping operations running smoothly.</li><li>■ Need clear guidance on managing shift coverage, coordinating leave arrangements, etc.</li></ul>	<b>FACTORY OWNERS</b> <ul style="list-style-type: none"><li>■ Focused on financial feasibility, resource allocation, and operational efficiency.</li><li>■ Need clear evidence of return on investment and understanding of how family-friendly policies affect operational costs and profitability.</li><li>■ Management teams also worry about training requirements and implementation costs that might affect the factory's bottom line.</li><li>■ Value-driven management teams are specifically concerned with putting an emphasis on the strong adoption of policies and fostering a meaningful culture shift.</li></ul>



## INTERNAL COMMUNICATIONS

By aligning their internal communications with the concerns of key stakeholders, factories can create a sustainable pathway for adoption of family-friendly policies, ensuring that worker well-being and business success go hand in hand.

Source: UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020; UNFPA, [The Family-Friendly Workplace Model](#), 2023.

# GENERATING SUPPORT AND PROMOTING UPTAKE

STEP 1

STEP 2

STEP 3

STEP 4

**Clear communication pathways create sustainable adoption while fostering a supportive workplace culture.**

Such communication should ensure that they are designed to reach all genders, including men. Engaging men as allies and champions is crucial for driving uptake and implementation of family-friendly policies and promoting shared responsibility for caregiving.

	OBJECTIVE	KEY MESSAGES	MODE OF COMMUNICATION
FACTORY WORKERS	<ul style="list-style-type: none"> <li>Ensure workers understand their family-friendly policy entitlements and feel confident accessing them without fear of negative impact to their employment or progression.</li> </ul>	<ul style="list-style-type: none"> <li>"Availing these policies will not affect your job security or growth opportunities."</li> <li>"Clear procedures exist to help you balance work with family needs."</li> <li>"Support systems are in place to maintain your income while using these policies."</li> </ul>	<ul style="list-style-type: none"> <li>Multilingual posters and visual guides in high-traffic areas with equal gender representation</li> <li>Regular shift briefings</li> <li>Worker committee discussions</li> <li>Mobile messaging updates, where appropriate</li> </ul>
SUPERVISORS/LINE MANAGERS	<ul style="list-style-type: none"> <li>Build capability and confidence in implementing family-friendly policy while maintaining production efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>"Effective policy management improves team productivity and retention."</li> <li>"Clear protocols exist for managing leave arrangements and shift coverage."</li> <li>"Your role is crucial in creating a supportive environment for policy use."</li> <li>'You should act as role models to encourage uptake of family-friendly policies'</li> </ul>	<ul style="list-style-type: none"> <li>Detailed implementation guides</li> <li>Regular management briefings</li> <li>Hands-on training workshops</li> </ul>
FACTORY OWNERS	<p>Maintain engagement and support for implementation while demonstrating successful integration with service operations.</p>	<ul style="list-style-type: none"> <li>"Family-friendly policies are crucial for long-term business sustainability and deliver measurable return through improved retention and productivity."</li> <li>"Effective implementation strengthens market position and enhances our reputation with investors, and buyers."</li> <li>"Clear systems exist to manage costs."</li> <li>"Leadership should act as role models to encourage uptake of family-friendly policies."</li> </ul>	<ul style="list-style-type: none"> <li>Monthly implementation progress dashboards</li> <li>Service quality and staff satisfaction trend reports</li> <li>Quarterly implementation milestone updates</li> </ul>



## INTERNAL COMMUNICATIONS

A successful communication strategy ensures buy-in from leadership, middle managers' active involvement and employees' understanding of available family-friendly policies and trust in their fair and equitable application.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + [UNFPA \(2023\), Family Friendly Workplace Model; Page 131](#)
- + [UNICEF Children's Rights in the Garment and Footwear Supply Chain; Page 34](#)

# INTEGRATE WITH BUSINESS OPERATIONS

STEP 1

STEP 2

STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

## SIMPLE RECORD-KEEPING SYSTEM

- Build on existing systems, like standard spreadsheets or existing software to introduce simple record-keeping mechanisms for policy uptake – This helps teams transition smoothly while keeping things simple.
- Adapt current HR paperwork and forms to include family-friendly policy elements, focusing on clear, easy-to-follow processes that work within existing workflows.
- Begin with small-scale trials of low-cost process changes in one department or shift, using current scheduling tools to test what works best for both staff and service delivery.

## SCALED-UP AND STANDARDISED SYSTEM

- Build upon your existing HR systems to include family-friendly policy tracking, automated notifications for approvals and other policy related metrics.
- Collaborate with operational teams to introduce flexible working models (e.g., part-time roles, split shifts) without hampering productivity.
- Create regular opportunities for staff feedback via existing channels like team meetings or employee surveys, and use insights to refine implementation.
- Work with department heads to recognise and reward managers who effectively support policy implementation, making it part of regular performance reviews and team success metrics.

## FULLY INTEGRATED, DATA-DRIVEN SYSTEM

- Implement enterprise-level solutions (e.g., ERP systems) to seamlessly integrate family-friendly policy tracking with broader business processes (e.g., productivity metrics, financial KPIs).
- Analyse workforce trends (e.g., absenteeism due to childcare issues) and proactively design interventions.
- Establish dedicated committees or task forces to drive continuous improvement in policy related initiatives.
- Create a network of 'policy champions' across departments who can share best practices and support implementation.

## DEPARTMENTS TO BE ENGAGED

- **HR:** Adapting existing forms and tracking processes.
- **Operations:** Incorporating policy considerations into current scheduling practices.
- **Finance:** Working within existing budgets to support implementation.

- **HR:** Coordinating feedback and recognition programs.
- **Operations:** Adjusting workflows for flexibility.
- **IT:** Implementing digital systems and upgrades or integrate HR metrics into next system upgrade.
- **Finance:** Securing funding for system upgrades.

- **HR:** Strategic leadership on policy design and advocacy.
- **IT:** Advanced integration of ERP systems.
- **Finance:** Cost & benefit analysis and sustainability reporting.



## SYSTEMS AND PROCESSES

While designing strong family-friendly policies is the first step for businesses, strong systems and processes must be put in place to implement them effectively - Companies can start small and build on existing processes to support successful implementation.

# ENGAGE WITH AND INFLUENCE THE ECOSYSTEM

STEP 1

STEP 2

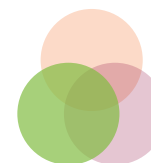
STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

	REPORT & DISCLOSE	SHARE	ADVOCATE	INFLUENCE	COLLABORATE/ CO-INVEST
WHY	Demonstrates compliance to enhance reputation and trust with supply chain buyers or partners, investors, and open access to high-value markets.	Demonstrates commitment to society and positions the company as a thought leader in ethical and responsible practices.	Creates conditions for sustainable implementation while reducing individual organizational burden.	Motivates family-friendly policy implementation with contractors, suppliers, or franchisees ensuring ethical labour practices across the supply chain.	Spreads implementation costs and risk, and supports stronger relationships in the community while ensuring standardised implementation.
TO DO THIS	<ul style="list-style-type: none"> <li>Integrate implementation into your reporting, in alignment with global standards (e.g., SDG indicators, GRI, ESRS).</li> <li>Demonstrate alignment with ethical sourcing commitments.</li> <li>Showcase impact through data-driven success stories.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in forums with/ convene governments, business associations, peer businesses, etc.</li> <li>Publish learnings and best practices or share inputs to industry reports and toolkits (developed by ecosystem actors like IFC, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for enhanced regulations and government support, such as expanded tax incentives and subsidies.</li> <li>Collaborate with development agencies (e.g., UNICEF), business associations, trade unions, to co-develop policy briefs or white papers.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and guidance to ensure alignment with company standards on ethical employment and family-friendly policies.</li> <li>Incentivise adherence to family-friendly policies by prioritising partnerships with compliant contractors and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate or co-invest with local government, peer businesses, suppliers, or NGOs to develop shared solutions (e.g., community childcare facilities).</li> </ul>
KEY STAKEHOLDERS	<ul style="list-style-type: none"> <li>Supply chain buyers</li> <li>Investors</li> <li>Regulators</li> </ul>	<ul style="list-style-type: none"> <li>Peer businesses</li> <li>Business associations</li> <li>Development agencies</li> <li>Media</li> <li>Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>Policymakers</li> <li>Development agencies</li> <li>Business associations</li> <li>NGOs, think-tanks</li> <li>Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>Contractors</li> <li>Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Peer businesses</li> <li>Government</li> <li>Industrial zone developers</li> <li>Women's groups</li> </ul>



## EXTERNAL COMMUNICATIONS

Effective implementation of family-friendly policies extends beyond internal practices. Companies can amplify their impact through strategic external engagement, creating positive change across the broader ecosystem while strengthening their market position.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## Robust monitoring and reporting serve three critical purposes for companies implementing family-friendly policies.

- ▶ Promotes effective resource utilisation: For companies where family-friendly policy investments represent significant operational costs, effective monitoring and reporting helps ensure maximum returns through better uptake and implementation.
- ▶ Enhances operational efficiency: Regular monitoring helps identify and address implementation challenges early, minimising disruption to production schedules and workforce management.
- ▶ Supports strategic decision-making: Data-driven insights enable factories to adapt policies to workforce needs while maintaining productivity targets.

IMPLEMENTATION GUIDELINES FOR EFFECTIVE BUSINESS REPORTING:		
ALIGN WITH STRATEGIC GOALS.	MAKE SMART RESOURCE DECISIONS.	BUILD FOR SUSTAINABLE SUCCESS.
<ul style="list-style-type: none"><li>■ Map policy metrics to your strategic objectives and reporting metrics.</li><li>■ Establish baseline data collection system and use existing HR systems where possible to minimise disruption.</li><li>■ Create clear data privacy and protection protocols*.</li><li>■ Address regulatory requirements (for e.g., any mandatory reporting metrics) and align with relevant frameworks (like GRI, ESRS) – if operating in markets with comprehensive requirements.</li></ul>	<ul style="list-style-type: none"><li>■ Track a balanced set of output metrics (e.g., retention rates, productivity).</li><li>■ Track cost-benefit indicators to demonstrate return on investment.</li><li>■ Build capacity gradually (for e.g., start with manual tracking if needed and expand to automated systems as programs mature).</li><li>■ Train relevant staff on data collection and analysis.</li></ul>	<ul style="list-style-type: none"><li>■ Establish clear accountability and designate specific roles for data collection and analysis.</li><li>■ Define reporting responsibilities across departments.</li><li>■ Create feedback loops between workers and management.</li><li>■ Build monitoring into standard operating procedures.</li><li>■ Use data to refine policies and implementation.</li></ul>



Whether a small healthcare practice or a large retail chain, companies can make informed decisions by focusing on meaningful metrics and continuously improving implementation through systematic learning.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + Overview of child rights' sub-topics and related European Sustainability Reporting Standards (ESRS) topics: [page 12, UNICEF Reporting on Children's Rights Under the Social Standards](#)
- + Mapping of child benefits and supported SDGs: [page 4, UNICEF Role of Child Benefits in Enabling Family-Friendly Policies to Achieve the Triple Bottom Line](#)

Note: (\*) Please refer to relevant legislation for data privacy and protection in your country. For example, companies collecting data on EU residents may refer to the General Data Protection Regulation (GDPR) and refer to this [link](#) for a summary.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>OUTPUS</div> <div>Company has a policy on maternity leave that meets national legal requirements or is at least 14 weeks, whichever is longer. <i>Align with: GRI 401-2(a); FLA ND.8.1; SMETA 5.34; BetterWork (BW) Global Compliance Assessment Tool (Working time, Leave)</i></div>	<div>Company has a policy on maternity leave that meets national legal requirements or is at least 18 weeks, whichever is longer, applicable for both permanent and long-term contract employees.</div>	<div>Company has a policy on gender-neutral parental leave that meets national legal requirements or is at least 18 weeks, whichever is longer.</div>
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
	<div>OUTCOMES</div> <div>Average length of maternity leave (above) actually taken by mothers in the last 12 months. <i>Align with: GRI 401-3, 406</i></div> <div>Average length of paternity leave (above) actually taken by fathers (or parents) in the last 12 months. <i>Align with: GRI 401-3</i></div> <div>Percentage of employees satisfied with paid leave policies (above).</div>		<div>Correlation between policy usage and satisfaction with workforce retention.</div> <div>Correlation between policy usage and satisfaction with productivity.</div>
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

(continued on next page)



# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
OUTPUTS	Company has policies on flexible work time & breaks and task assignment, as recommended in Step 2.	Company offers policies on flexible working arrangements to both permanent and contract employees.	
OUTCOMES	Percentage of employees who have requested flexible working arrangements, per policy.		Correlation between policy usage and satisfaction with absent rate.
	Percentage of employees satisfied with flexible working policies.		Correlation between policy usage and satisfaction with workforce retention.



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	Company has a breastfeeding and/or lactation space with quality in accordance with national legal requirements or inclusive of features described in Step 2. <i>Align with: FLA ND.8.1</i>		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT	Company has a policy on breastfeeding and/or lactation breaks equivalent to 1 hour (ILO minimum standard). <i>Align with: FLA ND.8.1; SMETA 7.8d; BetterWork (BW) Global Compliance Assessment Tool (Working Time, Leave)</i>		Company has policy for emergency extension of break.
AFFORDABLE AND QUALITY CHILDCARE	Average length of paid breastfeeding breaks taken by nursing workers per day in last 12 months.		Correlation between policy usage and satisfaction with rate of mothers with infants under 6 months coming back to work.
PROTECTION OF BASIC LABOUR RIGHTS			Correlation between policy usage and satisfaction with productivity.
	Proportion of working mothers with infants under 24 months currently breastfeeding.		
	Proportion of working mothers with children under 24 months who have used employer-provided breastfeeding facilities in the last 12 months.		
	Percentage of working mothers satisfied with the quality, accessibility, and privacy of breastfeeding/lactation spaces.		



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	OUTPUS	Company has more comprehensive policies relating to childcare and child rights as described in Step 2, such as childcare facility with childcare workers and basic amenities, transport support.	
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT	OUTPUS	Company has more comprehensive policies on financial support for childcare suitable for lower-income workers, parents of children with disabilities, vulnerable workers.	
AFFORDABLE AND QUALITY CHILDCARE	OUTCOMES	Proportion of working parents with children under 5 years of age who have enrolled in employer-provided childcare.	
		Proportion of working parents with children under 5 years of age who have received childcare benefits in last 12 months.	
		Percentage of working parents satisfied with the childcare benefits.	
PROTECTION OF BASIC LABOUR RIGHTS		Correlation between policy usage and satisfaction with workforce retention.	
		Correlation between policy usage and satisfaction with productivity.	



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	OUTPUS	Company has a policy that wages and benefits during maternity leave should meet a living wage standard, and be no less than two-thirds basic income.	Company has a policy on equal wage among genders.	Company has other support for employees as described in Step 2, such as financial wellness education, access to tele-health services, mental health services.
		Company has policies guaranteeing job protection (position, pay and seniority) throughout pregnancy and maternity leave. <i>Align with: GRI 401-3</i>	Company has policies on insurance coverage for employees.	Company has policy for emergency extension of break.
		Company has a policy protecting workers from discrimination on the basis of pregnancy, maternity and family status. <i>Align with: UNGC Principle 6; FLA HOW.15; SA 8000 5.4</i>		Company has a policy on insurance coverage for dependents of employees.
FLEXIBLE WORKING ARRANGEMENTS	OUTCOMES	Proportion of wages and benefits received by workers on maternity leave relative to basic salaries in last 12 months.	Correlation between policy usage and satisfaction with workforce retention.	
		Proportion of workers returning to employment after maternity leave in same or similar position. <i>Align with: GRI 401-3</i>		
		Number of pregnant workers and workers on maternity leave dismissed from employment during the reporting period.	Correlation between policy usage and satisfaction with productivity.	
		Percentage of employees satisfied with the benefits (e.g., wage, insurance, other support) offered.		
BREASTFEEDING SUPPORT				
AFFORDABLE AND QUALITY CHILDCARE				
PROTECTION OF BASIC LABOUR RIGHTS				



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.





# FARMS

# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (1 OF 2)



**Understanding the common challenges and pitfalls faced by farms worldwide is crucial for businesses to benchmark their performance against peers and identify blind spots.**

Agriculture provides jobs for nearly a billion people around the world. The majority of agriculture workforce in rural areas is from 25 to 54 years old. While males make up the majority of workers in this sector, the proportion of female workers is rising considerably<sup>1</sup> – with women being disproportionately represented in roles that need careful handling, like picking fruit – making family-friendly policies highly relevant in the sector.

A global pattern shows that women work fewer hours per week than men in agriculture, due to their other responsibilities such as childcare and elderly care, resulting in lower income.<sup>1</sup> Implementing family-friendly policies can help address this issue, reducing female labour attrition and enhancing gender balance in the sector.



With seasonal demands, a highly informal workforce and physical exposure, farms will need to tailor family-friendly policies to its unique set of challenges.

## KEY CONSIDERATIONS

### ► Nature of operations

#### Long work hours and seasonal demands

- Workload in farms depends on weather and seasonal cycles, but this dependence tends to decrease when agriculture becomes more industrialised.
- Work often requires long hours during planting and harvesting peaks. Workers have limited flexibility in both their work schedules and daily working hours.
- Implementing structured and flexible break policies can ensure worker well-being while maintaining productivity.

#### Physical workplace and occupational hazards

- Farm employees may work mostly outdoor, or sometimes in greenhouses, exposed to harsh weather conditions (such as heat and coldness) and health risks from chemicals like fertilisers and pesticides.
- The work includes physically demanding tasks such as heavy lifting. Limited safety protocols exacerbate physical hazards.
- Mandating the implementation of protective equipment, safety training, and regular monitoring can reduce workplace risks and safeguard worker health.

Source: (1) FAO, [Employment Indicators 2000-2022](#), 2024; World Bank, [The Future of Work in Agriculture](#), 2020.



# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (2 OF 2)

STEP 1

STEP 2

STEP 3

STEP 4

## KEY CONSIDERATIONS *(continued)*

### ► Workforce composition and needs

#### Nature of contract and job security

- A large proportion of farm employment is informal, in the form of short-term, or daily-wage contracts, resulting in limited access to policies such as paid leave or secure employment. Unstable contracts, coupled with low pay for low-skilled roles can leave workers struggling to afford childcare.
- Introducing formalized contracts and ensuring access to employment benefits can enhance job security and worker satisfaction.

#### Gender and workforce roles

- While men make up the majority part of employment in the sector, women account for 50% and 29% of agricultural employment in Africa and Asia.<sup>1</sup>
- Women often participate in labour-intensive tasks such as planting and harvesting but face disparities in wages, opportunities, and access to leadership roles.
- Promoting equal pay policies and creating professional development pathways for women can foster a more equitable and productive workforce.

### ► Access to amenities

#### Location challenges

- Farms are usually located in remote rural areas, making it difficult for workers to access childcare, healthcare, or suitable housing. Long commutes further strain family time.
- Establishing on-site or mobile childcare facilities, healthcare access points, and partnerships for improved worker housing can address these challenges and support family well-being.



Source: (1) FAO, [Employment Indicators 2000-2022](#), 2024; World Bank, [The Future of Work in Agriculture](#), 2020.



# BUILD AN UNDERSTANDING OF CHALLENGES AND PITFALLS SPECIFIC TO YOUR COMPANY



Companies must assess their specific situation through three lenses: employee needs, industry benchmarks and business objectives.

To effectively implement family-friendly policies in farms, it's essential to tailor strategies to your company's specific circumstances.

## ASSESS EMPLOYEE NEEDS

Identify family-related challenges and priorities of agricultural workers to inform relevant and impactful policies by:

- **Conducting employee surveys:** Use targeted questions to uncover nuanced worker needs across different family-friendly policies.
- **Holding focus groups:** Create safe spaces for workers to share their experiences and concerns.
- **Analyse feedback by demographics:** Disaggregate responses by gender, age, and marital status to identify specific trends.

Communicate early and consistently about how employee feedback informs policy design.

RESOURCES

- + [Page 37: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)
- + See [Annex](#) for a sample version of a short employee survey, to be customised to your own needs

## BENCHMARK ECOSYSTEM AND INDUSTRY STANDARDS

Evaluate your practices against the ecosystem and industry standards and identify gaps for improvement by:

- **Researching industry practices:** Use publicly available resources to benchmark your company's policies against regional standards or peers with similar size, revenue and workforce composition.
- **Assessing legal compliance and state of ecosystem:** Review local labour laws on maternity leave, breastfeeding breaks, and childcare provisions; and country-specific factors, like availability of care, cultural norms and infrastructure.
- **Leveraging buyer requirements:** Align policy efforts with buyer codes of conduct.

RESOURCES

- + Refer to the list of questions in the [Annex](#) to assess the state of ecosystem: (1) community resources, (2) social and cultural norms and (3) physical and digital infrastructure
- + [Page 44: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)

## ALIGN POLICIES WITH BUSINESS GOALS

Connect implementation to organizational objectives such as retention, productivity, and compliance by:

- **Aligning policies with your company's strategic goals:** Map out how implementing specific policies leads to desired business outcomes.
- **Setting Key Performance Indicators (KPIs):** Establish metrics to monitor the impact of specific policies on business performance.
- **Determining tangible benefits:** Use data and success stories to demonstrate the return on investment and tangible benefits of family-friendly policies.

RESOURCES

- + [Page 72: IFC, Tackling Childcare: A Guide For Employer-supported Childcare \(2019\)](#)
- + [Page 80: UNFPA \(2023\), Family Friendly Workplace Model](#)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**This toolkit covers five policy areas that support workers throughout their parenting journey, from pregnancy to their children's early development.**

In agricultural settings, these policies require specific considerations due to the unique nature of these environments:



In farms, thoughtfully designed family-friendly policies not only support workers' wellbeing but also enhance operational stability through reduced attrition and absenteeism, and sustained productivity.

## PAID LEAVE

- Job protected paid leave of absence for working women and men, typically starting just before the time of childbirth (or adoption in some countries).
- Includes paid maternity leave, paid paternity leave, and parental leave.

- Paid leave protects the incomes of farm workers, particularly those with already low wages, providing a safety net that allows them to focus on recovery and caregiving after childbirth.

## FLEXIBLE WORKING ARRANGEMENTS

- Provides employees flexibility to better balance work and personal responsibilities.
- Includes options such as flexible start and end time as well as task switch.

- While remote work is largely not feasible considering the nature of physical work in farms, businesses can offer flexible start and end times and task switching to support evolving caregiving needs.

## BREASTFEEDING SUPPORT

- Includes remunerated breastfeeding, lactation breaks during working hours and dedicated breastfeeding spaces.
- Facilities such as lactation rooms should ensure privacy, hygiene, and proximity to the workplace.

- In farms, breastfeeding support can help address challenges like inflexible schedules and the lack of suitable spaces, contributing to healthy child development.

## AFFORDABLE AND QUALITY CHILDCARE

- Ensures access to affordable childcare services, including on-site creche and near-site care.
- Can include partnerships with local childcare providers or on-site childcare facilities.

- Childcare support is essential in farm settings due to the limited or lack of childcare facilities in rural areas where farms are located.

## PROTECTION OF BASIC LABOUR RIGHTS

- Provides benefits such as living wages, equal pay, insurance schemes, and access to health services.
- Facilitate access to national social security schemes, e.g., pensions.
- Supports financial stability for permanent and contractual workers while promoting formalization of informal work.

- With farm work often involving informal or contractual employment and limited access to benefits, formalising farm jobs and ensuring a living wage is essential.



**THE FOLLOWING SECTIONS CONTAIN DETAILED GUIDANCE FOR IMPLEMENTING EACH OF THESE FIVE POLICY AREAS, WITH SPECIFIC RECOMMENDATIONS TAILORED TO YOUR COMPANY'S MATURITY LEVEL, PRACTICAL EXAMPLES AND CASE STUDIES OF SUCCESSFUL IMPLEMENTATION, AND BEST PRACTICES FOR EFFECTIVE ADOPTION.**



Source: UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.


These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PAID LEAVE	FOR PERMANENT EMPLOYMENT		
	FOUNDATIONAL	INTERMEDIATE	ADVANCED
	<b>PAID LEAVE</b> Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
	<b>MATERNITY LEAVE</b> <ul style="list-style-type: none"><li>■ Provide at least 14 weeks paid leave (ILO minimum standard) to both permanent and long-term contract workers, even in locations without legal requirements .</li><li>■ Ensure job protection and return-to-work guarantee.</li></ul>	<ul style="list-style-type: none"><li>■ Extend paid leave duration to at least 18 weeks (ILO recommended standard).</li><li>■ Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li></ul>	<ul style="list-style-type: none"><li>■ Provide gender-neutral policies, e.g., 18 weeks or more of paid leave for both primary and non-primary caregivers.</li><li>■ Include special provisions for multiple births or complications and offer extensions to parents of children with disabilities or special needs.</li></ul>
	<b>PATERNITY LEAVE</b> <ul style="list-style-type: none"><li>■ Introduce basic paid leave of 2 weeks for fathers or non-primary caregivers, even in locations where it is not mandated by law.</li><li>■ Ensure job protection and return-to-work guarantee.</li></ul>	<ul style="list-style-type: none"><li>■ Provide at least 4 weeks of paid leave to fathers or non-primary caregivers.</li><li>■ Extend coverage to both permanent and long-term contract workers.</li></ul>	<ul style="list-style-type: none"><li>■ Special leave policies: Introduce policies for adoption leaves and childbirth leave for surrogates.</li></ul>





While we offer stage-based recommendations, we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

-  **RELEVANT STANDARDS**
- +

[Fair Labor Association \(FLA\) Compliance Benchmarks: ND.8, ND.7, ND.8](#)
- +

[GRI Reporting Standards 401 and 406](#)
-  **TOOLS**
- +

[Policy Repository by World Policy Analysis Centre](#)
-  **SOURCE**
- +

[ILO, Maternity Protection Convention \(No. 183\), 2000](#)
- +

[ILO, Maternity Protection Recommendation \(No. 191\), 2000](#)
- +

[UNICEF, Family-Friendly Policies: A Policy Brief, 2019](#)

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).



While we offer stage-based recommendations, we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

PAID LEAVE	FOUNDATIONAL		INTERMEDIATE		ADVANCED	
	FOR PERMANENT EMPLOYMENT					
	PAID LEAVE	Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.				
	OTHER LEAVES	<ul style="list-style-type: none"><li>■ Sick leave: Offer paid sick leave meeting local standards or up to 10 days annually including to attend medical appointments.</li><li>■ Caregiving leave: Provide additional leave entitlements for parents of children with disabilities.</li></ul>	<ul style="list-style-type: none"><li>■ Sick leave: Extend coverage to both permanent and long-term contract workers.</li><li>■ Caregiving leave: Introduce 5-10 days annual caregiving leave for all caregivers (e.g., with children or elderly parents).</li></ul>	<ul style="list-style-type: none"><li>■ Sick leave: Allow use of sick leave for IVF, and conversion of unused leave to caregiving leave or to roll over into future years.</li><li>■ Special leave policies: Introduce policies for bereavement and consider sabbatical options for long-term caregiving.</li><li>■ Offer leave pooling to support employees with additional leave needs (e.g., due to caregiving).</li></ul>		
FLEXIBLE WORKING ARRANGEMENTS						
BREASTFEEDING SUPPORT						
AFFORDABLE AND QUALITY CHILDCARE						
PROTECTION OF BASIC LABOUR RIGHTS						

(continued on next page)

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE		FOR INFORMAL AND CONTRACTUAL EMPLOYMENT		
FLEXIBLE WORKING ARRANGEMENTS	PAID LEAVE	While informal workers often lack paid leave by law, companies can start with a return-to-work guarantee, gradually align with ILO standards, and aim for equal policies with formal employees.		
BREASTFEEDING SUPPORT	MATERNITY LEAVE	<ul style="list-style-type: none"> <li>Ensure return-to-work guarantee.</li> </ul>	<ul style="list-style-type: none"> <li>Offer 14-18 weeks of paid leave (ILO standard)<sup>1</sup> to long-term informal workers, even in locations without legal requirements.</li> <li>Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li> </ul>	<ul style="list-style-type: none"> <li>Provide gender-neutral policies, e.g., 18 weeks or more of paid leave for both primary and non-primary caregivers.</li> <li>Include special provisions for multiple births or complications and offer extensions to parents of children with disabilities or special needs.</li> <li>Special leave policies: Introduce policies for adoption leaves and childbirth leave for surrogates.</li> </ul>
AFFORDABLE AND QUALITY CHILDCARE	PATERNITY LEAVE		<ul style="list-style-type: none"> <li>Provide 2-4 weeks of paid leave to fathers or non-primary caregivers.</li> </ul>	
PROTECTION OF BASIC LABOUR RIGHTS	OTHER LEAVES	<ul style="list-style-type: none"> <li>Sick leave: Offer paid sick leave meeting local standards or up to 10 days annually including to attend medical appointments.</li> <li>Caregiving leave: Provide additional leave entitlements for parents of children with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Sick leave: Extend coverage to both permanent and long-term contract workers.</li> <li>Caregiving leave: Introduce 5-10 days annual caregiving leave for dependents (e.g., children or elderly parents).</li> </ul>	<ul style="list-style-type: none"> <li>Sick leave: Allow employees to convert unused sick leave to caregiving leave or roll it over into future years.</li> <li>Special leave policies: Introduce policies for bereavement and consider sabbatical options for long-term caregiving.</li> </ul>



© UNICEF/UN0826342/Dejongh; Photograph not related to the testimonial to preserve anonymity



#### CASE STUDY

## PAID MATERNITY LEAVE FOR PERMANENT AND SEASONAL WORKERS

### AFRIFRESH

Afrifresh ensures that both professional and farm workers are entitled to maternity leave mandated by South African law. Women can have 121 days of unpaid maternity leave, during which pay is available through the Unemployment Insurance Fund (UIF). UIF provides financial support on a sliding scale, covering up to 60% of a worker's salary, with a cap for higher-income earners.

Seasonal workers at Afrifresh are also eligible for UIF maternity benefits, provided they have made 13 weeks of contributions to the fund in the year leading up to their expected childbirth. This ensures that seasonal employees, who are often more vulnerable, can access essential financial support during their leave. To minimize barriers to access, Afrifresh goes a step further by assisting workers with completing UIF forms.

As a result, the **return-to-work rate after maternity leave at Afrifresh's Berekisanang and River Fresh locations is an impressive 100%**, highlighting the company's success in supporting its workforce.

Source: IFC, *Tackling Childcare: The Business Case for Employer-Supported Childcare*, 2017.



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
FLEXIBLE WORK TIME & BREAKS	Companies can introduce flexibility in work hours and breaks where tasks allow and gradually transition from a time-based system to an outcome-based approach; policies should be accessible to workers in both formal and informal employment.		
TASK ASSIGNMENT			



While we offer stage-based recommendations, we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

Thinking on flexible work arrangements in farming is still nascent but is gaining momentum alongside human-centred agriculture. This is driven by a demographic change in the labour force: the departure of male workers from the sector, leaving a workforce increasingly comprised of women and older workers prompts a rethinking of working conditions in this physically demanding workplace.

+ Perspective of Work Time Planning in Farming: [Page 108, Human-Centred Agriculture](#)



### SOURCE

+ Nag & Gite, [Human-Centred Agriculture](#), 2020

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
BREASTFEEDING FACILITIES	Companies can start with a basic designated space for breastfeeding and gradually enhance its quality as they progress along the maturity curve.		
FLEXIBLE SHIFTS	<ul style="list-style-type: none"> <li>Designate a mobile private facility for breastfeeding/ expressing milk on field, with adequate lighting, ventilation, and basic hygiene standards, while safeguarding the space from harmful organisms or chemicals.</li> </ul>	<ul style="list-style-type: none"> <li>Provide private space accessible only by breastfeeding or expressing mothers near-site, with basic amenities (e.g., refrigerator).</li> <li>Provide transportation solutions from farms to lactation facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish multiple lactation rooms near farms with full amenities (e.g., armchairs, tables, refrigeration, sterilisation equipment, bin, handwashing stations) for breastfeeding/ expressing mothers.</li> </ul>
AFFORDABLE AND QUALITY CHILDCARE			
LACTATION BREAKS	Companies can start with paid lactation breaks aligned with ILO standards, then gradually expand flexibility in break term and improve break-scheduling process for worker's ease of policy utilisation and companies' monitoring & learning.		
PROTECTION OF BASIC LABOUR RIGHTS	<ul style="list-style-type: none"> <li>Offer scheduled breaks equivalent to 1 hour or a daily reduction of hours of work to mothers to breastfeed (ILO minimum standard)<sup>1</sup> or as per labour laws for at least 6 months post-birth.</li> <li>Provide additional breaks, such as for caregivers of infants with disabilities or health issues, based on medical documentation (ILO recommended standard) for at least 6 months post-birth.</li> <li>Create simple process for break scheduling.</li> </ul>		<ul style="list-style-type: none"> <li>Create protocols for extended break needs.</li> <li>Create flexible break scheduling system and offer flexible break timing based on individual needs.</li> </ul>

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

+ Fair Labor Association (FLA) Compliance Benchmarks: ND.8.1

### TOOLS

+ Policy Repository by World Policy Analysis Centre


### SOURCE

+ ILO, [Maternity Protection Convention \(No. 183\)](#), 2000

+ ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000

+ UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019



 **I HAVE PEACE OF MIND, AND I AM MORE PRODUCTIVE.  
I CAN PICK UP TO TWENTY KILOGRAMMES OF TEA PER  
DAY NOW, WHERE BEFORE I COULD PICK ONLY FIVE.**

*– Sophie Banyangariki, worker at tea farm and mother of two*



## CASE STUDY

# MOBILE CRÈCHES IN RWANDAN TEA FARMS

## SORWATHE TEA COMPANY & UNICEF

SORWATHE Tea Company identified a pressing challenge for its plantation workers, particularly mothers who could not safely bring their children to work. Without safe spaces for breastfeeding or ensuring children received nutritious meals, workers struggled to balance their caregiving responsibilities with their jobs.

In 2016, SORWATHE partnered with UNICEF to address these gaps and improve conditions for families. SORWATHE built preschools and provided space and materials for mobile crèches, offering parents a safe place to leave their young children while working and to breastfeed. UNICEF supported the initiative by training childcare workers to manage these facilities, ensuring children receive the nutrition, care, and safety they need.

This collaboration has allowed mothers to focus on their work while their children thrive in a secure, nurturing environment. This led to an increase in productivity as workers could focus on their work, with an increase in monthly volumes by 80kg. This initiative also **inspired a long-term collaboration by UNICEF and the Government of Rwanda to reach more children and families across the country.**

Source: UNICEF, [Building Happier Families in the Rwandan Tea Industry](#), 2017; UNICEF, [The Business Case for Employer-Supported Childcare](#), 2021.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
		IF EXTERNAL CHILDCARE FACILITIES ARE LIMITED/NOT AVAILABLE NEAR YOUR FARMS:		
CHILD CARE FACILITIES		Companies can begin by supporting the development of simple local childcare facilities and gradually move towards offering on-site or near-site childcare options if there is adequate and sustainable financial resources.		
INFRASTRUCTURE		<ul style="list-style-type: none"><li>■ Support local entrepreneurs to open simple childcare facilities (e.g., through grants/loans), offering full or partial subsidy for workers.<ul style="list-style-type: none"><li>+ Influence facilities to meet basic safety standards and emergency protocols and ensure nutrition needs.</li></ul></li><li>■ Ensure basic and clear safety standards if workers bring children to farms.</li></ul>	<ul style="list-style-type: none"><li>■ Provide near-site childcare facility or on-field mobile creche, with trained childcare workers and separate spaces for different age groups, equipped with basic amenities like toys, mats, etc.<ul style="list-style-type: none"><li>+ Ensure adherence to health and safety protocols aligned with local standards.</li><li>+ Provide appropriate meals for children, ensuring nutritional needs.</li></ul></li><li>■ Offer child-friendly transportation to and from childcare.</li></ul>	<ul style="list-style-type: none"><li>■ Develop comprehensive near-site childcare centres with specialised programs for different age groups.</li><li>■ Ensure a low ratio of childcare workers to children (e.g., 1:5).</li><li>■ Offer facilities for children with disabilities or special needs, and children of migrant workers (for e.g., introducing language classes).</li><li>■ Offer facilities for children of migrant workers (for e.g., introducing language classes, summer programs).</li></ul>
OPERATIONAL MANAGEMENT		<ul style="list-style-type: none"><li>■ Advocate for childcare facility hours aligned with workers' working hours.</li><li>■ Advocate for emergency contact protocols.</li></ul>	<ul style="list-style-type: none"><li>■ Align childcare facility hours with workers' working hours.</li><li>■ Establish basic child drop-off and pickup procedures.</li></ul>	<ul style="list-style-type: none"><li>■ Expand childcare hours to accommodate early working shifts.</li><li>■ Offer backup care options for emergencies.</li></ul>

Businesses should also advocate with and engage governments closely in driving childcare

(continued on next page)



Businesses should also advocate with and engage governments closely in driving childcare support, recognising the supporting role that they play in the care ecosystem.

(continued on next page)

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

- + Fair Labor Association (FLA) Compliance Benchmarks: HSE.27
- + Minimum Standards for Child Protection in Humanitarian Action: Standard 23, 24, 25

### TOOLS

- + Guidance and considerations for employer-supported childcare: Page 42, UNICEF Business case for employer-supported childcare

### SOURCE

- + UNICEF, Business case for employer-supported childcare, 2021
- + Alliance for Child Protection in Humanitarian Action, Minimum Standards for Child Protection in Humanitarian Action, 2019

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	IF EXTERNAL CHILDCARE FACILITIES ARE AVAILABLE AND ACCESSIBLE (NEAR YOUR FARMS):		
FLEXIBLE WORKING ARRANGEMENTS			
FINANCIAL SUPPORT	Companies can start with basic financial support and gradually enhance policies to be responsive of income levels, special needs.		
BREASTFEEDING SUPPORT	<ul style="list-style-type: none"><li>Offer a basic monthly stipend to reduce cost of childcare with additional stipend for parents with children with disabilities.</li><li>Assist workers in accessing available government support for childcare or partner with quality providers for discounted rate for workers.</li></ul>	<ul style="list-style-type: none"><li>Offer sliding scale fee structure based on worker income levels and additional support for single parents, low-income workers and parents of children with disabilities.</li></ul>	<ul style="list-style-type: none"><li>Implement comprehensive childcare benefit packages (incl. offering full subsidies to vulnerable workers).</li><li>Include coverage for specialised care needs.</li></ul>
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			



“When this centre was built, I felt like my prayers had been answered. David is much healthier and happier now, and I can work the full day.”  
- Josiane, tea industry worker

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

+ [Fair Labor Association \(FLA\) Compliance Benchmarks](#): HSE.27



### TOOLS

+ [IFC's Guide For Employer-Supported Childcare](#)  
+ [Policy Repository by World Policy Analysis Centre](#)



### SOURCE

+ UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019  
+ UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021





© UNICEF/UN0498269/Cus; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# ‘EL HORNERITO’ – COMMUNITY EARLY CHILDHOOD DEVELOPMENT CENTRE

## LAS TACUARAS GROUP & UNICEF

El Hornerito was initiated by Las Tacuaras to comply with labour regulations requiring childcare facilities for companies with over 50 employees, eventually expanding its scope to serve the surrounding community.

Since its establishment, the centre has benefited 50 children aged 0 to 3 years. Drawing on methodologies such as Montessori, Emmi Pikler, and Reggio Emilia, it offers environments tailored to foster play-based, exploratory learning. The facilities include age-appropriate spaces, didactic materials, and a designated area for early stimulation. In addition to its educational approach, the centre provides nutritional support and incorporates art-based creative expression into its programmes. UNICEF and other pedagogical experts have ensured comprehensive training for educators, equipping them to address the diverse developmental needs of each child.

Through collaboration with UNICEF and Paraguay’s Ministry of Education and Ministry of Children and Adolescents, the centre has served as a **model for 17 other early childhood development centres across Paraguay.**

*Source: UNICEF, [Modelo de compromiso del sector empresarial con la primera infancia de Paraguay](#), 2022; UNICEF, [Engaging business for children’s rights](#), 2023*



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>FOR PERMANENT AND CONTRACTUAL WORKERS</div> <div>Companies can begin by complying with legal minimum wage requirements, then advance to providing living wages and offering need-responsive solutions.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
WAGE PROTECTION			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS	<div><ul style="list-style-type: none"><li>■ Ensure all workers (incl. contractual staff) are paid at least the legal minimum wage on time.</li><li>■ Provide clear documentation of earnings and benefits, and implement basic grievance redressal mechanisms for wage disputes.</li><li>■ Ensure non-discrimination of wages, regardless of gender, residential and/ or family status.</li></ul></div>	<div><ul style="list-style-type: none"><li>■ Ensure all workers (incl. contractual staff) are paid at least a living wage.*</li><li>■ Ensure there is minimal wage disparity among different groups (male/female, working parents).</li><li>■ Provide workers with the option of on-demand pay, allowing them to access earned wages before payday.</li></ul></div>	<div><ul style="list-style-type: none"><li>■ Implement comprehensive financial wellness programs like education savings support for workers’ children.</li><li>■ Include policies addressing unique caregiving requirements, like allowances for parents of children with disabilities or special needs.</li></ul></div>

Note: (\*) [Living wage](#) is a level of pay that gives workers and their families a decent standard of living

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

#### Wages and working hours

- + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): ND.3, C.1 to C.25

### SOURCE

- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	PROTECTION OF BASIC LABOUR RIGHTS	FOUNDATIONAL	INTERMEDIATE	ADVANCED
					FOR PERMANENT AND CONTRACTUAL WORKERS		
					<b>INSURANCE</b> Companies should begin with basic safety measures and insurance solutions, then progress to comprehensive insurance and broader health and wellness offerings.		
					<b>HEALTH AND SAFETY INSURANCE</b> <ul style="list-style-type: none"> <li>■ Ensure access to first aid and basic medical facilities on-site.</li> <li>■ Ensure pregnant and lactating women are given roles that do not compromise health and safety.</li> <li>■ Ensure zero-tolerance policy to gender-based violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensure access to basic health insurance (according to government schemes) for all workers.</li> <li>■ Support access to mental health services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer comprehensive health insurance, including for dependents, covering maternity-related expenses and IVF.</li> <li>■ Offer telehealth services.</li> <li>■ Extend healthcare subsidies to workers' children with disabilities or special needs.</li> </ul>
					<b>OTHER INSURANCE</b> <ul style="list-style-type: none"> <li>■ Offer workplace accident insurance coverage.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensure access to basic life insurance for all workers.</li> <li>■ Establish an employer-managed emergency assistance fund for unforeseen events.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer comprehensive insurance, including for families and covering disability.</li> <li>■ Include specialised coverage for diverse family structures.</li> <li>■ Provide international coverage for migrant workers.</li> </ul>

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PROTECTION OF BASIC LABOUR RIGHTS	AFFORDABLE AND QUALITY CHILDCARE	BREASTFEEDING SUPPORT	FLEXIBLE WORKING ARRANGEMENTS	PAID LEAVE	FOUNDATIONAL	INTERMEDIATE	ADVANCED	
					FOR INFORMAL WORKERS			
					FORMALIZATION OF EMPLOYMENT	■ Encourage formalization of employment through short-term contracts via agencies and other innovative form of contracts.		
					EQUAL ACCESS TO POLICIES	Companies should ensure informal workers have access to wage, health, and safety policies comparable to those of formal workers. Companies should also strive for maximum enrolment in government schemes e.g., pension, unemployment.		
					WAGE PROTECTION	■ Ensure informal workers are paid at least the legal minimum wage on time.	■ Ensure informal workers are paid at least the living wage on time.	■ Ensure informal workers have access to financial wellness programs.

(continued on next page)

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES




Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	FOR INFORMAL WORKERS		
		HEALTH AND SAFETY INSURANCE		
		<ul style="list-style-type: none"> <li>■ Ensure access to first aid and basic medical facilities on-site.</li> <li>■ Ensure pregnant and lactating women are given roles that do not compromise health and safety.</li> <li>■ Ensure zero-tolerance policy to gender-based violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer basic health insurance for permanent and long-term contractual workers.</li> <li>■ Support access to mental health services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer health insurance covering dependents, including maternity-related expenses and IVF.</li> <li>■ Offer telehealth services.</li> <li>■ Extend healthcare subsidies to workers' children with disabilities or special needs.</li> </ul>
BREASTFEEDING SUPPORT	OTHER INSURANCE	<ul style="list-style-type: none"> <li>■ Offer workplace accident insurance coverage.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer basic life insurance coverage.</li> <li>■ Establish an employer-managed emergency assistance fund for unforeseen events.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide international coverage for migrant workers.</li> </ul>
AFFORDABLE AND QUALITY CHILDCARE				
PROTECTION OF BASIC LABOUR RIGHTS				

(continued on next page)



 **BEVERLY MICHA, A WORKER AT SOLTUNA, HAS A BIG FAMILY WITH HER HUSBAND, TWO CHILDREN, AND EXTENDED FAMILY. INITIALLY, SHE FACED RESISTANCE FROM HER HUSBAND WHEN SHE JOINED THE FINANCIAL LITERACY COURSE. HOWEVER, AFTER BEVERLY MADE ENOUGH SAVINGS, HER HUSBAND WAS CONVINCED. NOW, THE COUPLE POOLS THEIR INCOME, CREATES A HOUSEHOLD BUDGET TOGETHER, AND WORKS TOWARD THEIR SHARED SAVINGS GOAL: BUILDING A FAMILY HOUSE IN THEIR HOME VILLAGE.**

© UNICEF Kenya/2023/Paul Kidero; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# ENHANCING FINANCIAL WELLNESS FOR THE WORKFORCE

## SOLTUNA

In the Solomon Islands, SolTuna, the country's only tuna processing facility, partnered with the World Bank Group-funded Training Women In SolTuna (TWIST) project to provide financial literacy training to its workforce. The six-module training **benefited 300 workers, 75% of whom are women, to help them manage their earnings effectively.**

For many workers, this is their first formal job, transitioning from subsistence agriculture or informal work. The training helped employees secure funds for household needs, savings goals, and budgeting, addressing challenges like financial pressures from extended family.

As a result, the program **significantly improved workers' financial habits and workplace attendance.** For the workers, the proportion of workers making household budgets tripled to 39%, and those saving regularly increased significantly to 31% by the end of the training. For SolTuna, absenteeism dropped from an average of 19% to 13%.

Source: IFC, [The Business Case for Women's Employment in Agribusiness](#), 2016.





THE WOMEN HERE HAVE ONE THING EXTRA COMPARED TO THE MEN, THEY REALLY WANT TO WORK HERE. THEY ARE MORE MOTIVATED THAN THE MEN.

– Leandro Kaster, General Manager

© UNICEF/Zambia/2024/Adam; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# WIDE RANGE OF POLICIES FOR A FAMILY-FRIENDLY WORKPLACE

## BIOSEV S.A.

Biosev, the world's second-largest sugarcane producer and employer of 16,800 workers, including 1,200 women, **has implemented a wide range of family-friendly policies** to support its workforce, such as paid leave, flexible working arrangements (in small scale), and upskilling and reskilling programs, etc.

**One notable policy focuses on the health and safety of pregnant and lactating women.** Biosev ensures that pregnant employees are moved to light-duty roles, reducing physical strain and prioritizing their well-being. The company also allows pregnant workers to adjust their uniforms for comfort and has plans to introduce specifically designed clothing for them.

**Another service caters to workers' caregiving need is transportation in emergency.** For field workers who often work 50–100 kilometres from the nearest town, if their child has an accident and needs hospitalization, Biosev sends a car to transport the mother so she could be by her child's side.

**As a result, Biosev has fostered a strong safety culture, trained and retained top talent, and enhanced its reputation as a modern, sustainable company.**

Source: IFC, [The Business Case for Women's Employment in Agribusiness](#), 2016.



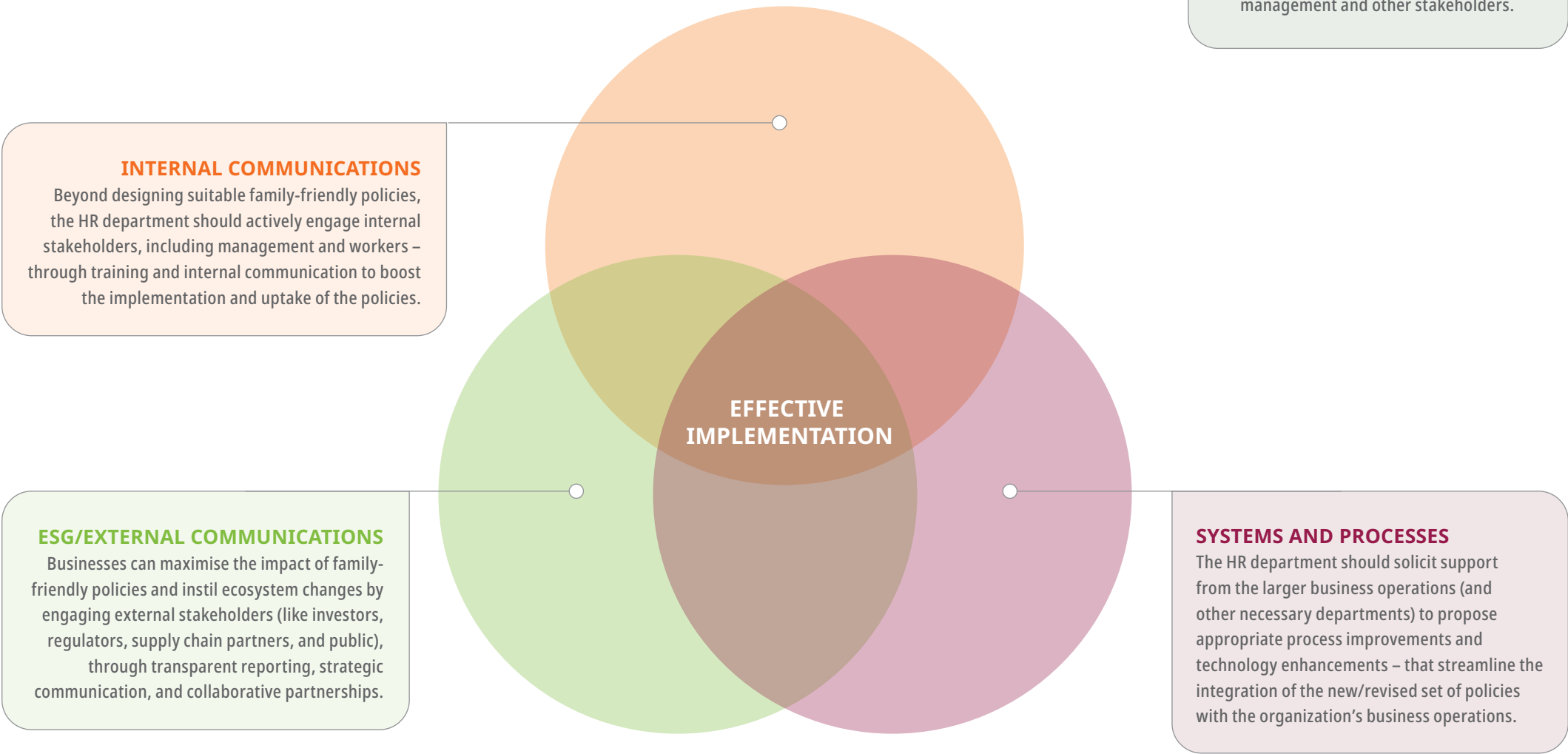
# IMPLEMENTING FAMILY-FRIENDLY POLICIES



Three implementation drivers are crucial to translate family-friendly policies from intent into meaningful practices.



Effective implementation of family-friendly policies remains a big challenge for most farms, with success necessitating company-wide engagement of employees, management and other stakeholders.



# GENERATING SUPPORT AND PROMOTING UPTAKE



Effectively implementing family-friendly policies in farm settings requires clear, inclusive, and strategic communication to ensure awareness and alignment across all levels of stakeholders.

Successful implementation of the policies depends on understanding and addressing the unique perspectives, concerns, and needs of each stakeholder group; A thoughtful communication strategy that considers several distinct viewpoints is essential for driving meaningful adoption and ensuring sustainable impact.

WHO ARE THE KEY STAKEHOLDERS, AND WHAT ARE THEIR CONCERNS?		
<div><b>WORKERS</b></div> <ul style="list-style-type: none"><li>■ Have immediate concerns about how the policies will affect their daily work lives.</li><li>■ Worried about job security and whether availing the policies will impact their future in the company or financial sustainability.</li><li>■ May fear potential stigma from colleagues or negative effects on their performance evaluations.</li><li>■ Given the demand for physical presence of their work – need clear assurance that family-friendly policies will not create tension with the management.</li></ul>	<div><b>SUPERVISORS/MANAGERS</b></div> <ul style="list-style-type: none"><li>■ Face the complex challenge of balancing worker needs with production demands.</li><li>■ Primary concerns centre around maintaining efficiency of operations and output/ production capacity while implementing family-friendly policies.</li><li>■ Many mid-level managers worry about their ability to handle emergency situations while keeping operations running smoothly.</li><li>■ Need clear guidance on managing task switch, etc.</li></ul>	<div><b>FARM OWNERS</b></div> <ul style="list-style-type: none"><li>■ Focused on financial feasibility, resource allocation, and operational efficiency.</li><li>■ Need clear evidence of return on investment and understanding of how family-friendly policies affect operational costs and profitability.</li><li>■ Management teams also worry about training requirements and implementation costs that might affect the farm’s bottom line.</li><li>■ Value-driven management teams are specifically concerned with putting an emphasis on the strong adoption of policies and fostering a meaningful culture shift.</li></ul>



## INTERNAL COMMUNICATIONS

By aligning their internal communications with the concerns of key stakeholders, farms can create a sustainable pathway for adoption of family-friendly policies, ensuring that worker well-being and business success go hand in hand.

Source: UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020; UNFPA, [The Family-Friendly Workplace Model](#), 2023.

# GENERATING SUPPORT AND PROMOTING UPTAKE

STEP 1

STEP 2

STEP 3

STEP 4

**Clear communication pathways create sustainable adoption while fostering a supportive workplace culture.**

Such communication should ensure that they are designed to reach all genders, including men. Engaging men as allies and champions is crucial for driving uptake and implementation of family-friendly policies and promoting shared responsibility for caregiving.

	OBJECTIVE	KEY MESSAGES	MODE OF COMMUNICATION
WORKERS	Ensure workers understand their family-friendly policy entitlements and feel confident accessing them without fear of negative impact to their employment.	<ul style="list-style-type: none"> <li>■ 'Availing these policies will not affect your job security or growth opportunities'.</li> <li>■ 'Clear procedures exist to help you balance work with family needs'.</li> <li>■ 'Your managers or leaders are also using these policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Multilingual posters and visual guides in high-traffic areas with equal gender representation</li> <li>■ Regular shift briefings</li> <li>■ Worker committee discussions</li> <li>■ Mobile messaging updates, where appropriate</li> </ul>
SUPERVISORS/ MANAGERS	Build capability and confidence in implementing family-friendly policy while maintaining production efficiency.	<ul style="list-style-type: none"> <li>■ 'Effective policy management improves team productivity and retention'.</li> <li>■ 'Clear protocols exist for managing leave arrangements and shift coverage'.</li> <li>■ 'Your role is crucial in creating a supportive environment for policy use'.</li> <li>■ 'You should act as role models to encourage uptake of family-friendly policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Detailed implementation guides</li> <li>■ Regular management briefings</li> <li>■ Hands-on training workshops</li> </ul>
FARM OWNERS	Maintain engagement and support for implementation while demonstrating successful integration with operations.	<ul style="list-style-type: none"> <li>■ 'Family-friendly policies are crucial for long-term business sustainability and deliver measurable return through improved retention and productivity'.</li> <li>■ 'Effective implementation strengthens market position and enhances our reputation with investors, and clients'.</li> <li>■ 'Clear systems exist to manage costs'.</li> <li>■ 'Leadership should act as role models to encourage uptake of family-friendly policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Monthly implementation progress dashboards</li> <li>■ Service quality and staff satisfaction trend reports</li> <li>■ Quarterly implementation milestone updates</li> </ul>



## INTERNAL COMMUNICATIONS

A successful communication strategy ensures buy-in from leadership, middle managers' active involvement and employees' understanding of available family-friendly policies and trust in their fair and equitable application.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

+ [UNFPA \(2023\), Family Friendly Workplace Model: Pg 131](#)

# INTEGRATE WITH BUSINESS OPERATIONS

STEP 1

STEP 2

STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

## SIMPLE RECORD-KEEPING SYSTEM

- Build on existing systems, like standard spreadsheets or existing software to introduce simple record-keeping mechanisms for policy uptake. This helps teams transition smoothly while keeping things simple.
- Adapt current HR paperwork and forms to include family-friendly policy elements, focusing on clear, easy-to-follow processes that work within existing workflows.
- Begin with small-scale trials of low-cost process changes in one department or shift, using current scheduling tools to test what works best for both staff and service delivery.

## SCALED-UP AND STANDARDISED SYSTEM

- Build upon your existing HR systems to include family-friendly policy tracking, automated notifications for approvals and other policy related metrics.
- Collaborate with operational teams to introduce flexible working models (e.g., part-time roles, split shifts) without hampering productivity.
- Create regular opportunities for staff feedback via existing channels like team meetings or employee surveys, and use insights to refine implementation.
- Work with department heads to recognise and reward managers who effectively support policy implementation, making it part of regular performance reviews and team success metrics.

## FULLY INTEGRATED, DATA-DRIVEN SYSTEM

- Implement technology solutions (e.g., smart farming systems) to seamlessly integrate family-friendly policy tracking with broader business processes (e.g., productivity metrics, financial KPIs).
- Use data analytics to analyse workforce trends (e.g., absenteeism due to childcare issues) and proactively design interventions.
- Establish dedicated committees or task forces to drive continuous improvement in policy related initiatives.
- Integrate family-friendly policy performance metrics into sustainability and ESG reporting frameworks.

## DEPARTMENTS TO BE ENGAGED

- **HR:** Adapting existing forms and tracking processes.
- **Operations:** Incorporating policy considerations into current scheduling practices.
- **Finance:** Working within existing budgets to support implementation.

- **HR:** Coordinating feedback and recognition programs.
- **Operations:** Adjusting workflows for flexibility.
- **IT:** Implementing digital systems and upgrades or integrate HR metrics into next system upgrade.
- **Finance:** Securing funding for system upgrades.

- **HR:** Strategic leadership on policy design and advocacy.
- **IT:** Advanced integration of ERP systems.
- **Finance:** Cost-benefit analysis and sustainability reporting.



## SYSTEMS AND PROCESSES

While designing strong family-friendly policies is the first step for businesses, strong systems and processes must be put in place to implement them effectively - Companies can start small and build on existing processes to support successful implementation.

# ENGAGE WITH AND INFLUENCE THE ECOSYSTEM

STEP 1

STEP 2

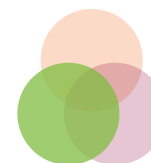
STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

	REPORT & DISCLOSE	SHARE	ADVOCATE	INFLUENCE	COLLABORATE/ CO-INVEST
WHY	Demonstrates compliance to enhance reputation and trust with supply chain buyers or partners, investors, and open access to high-value markets.	Demonstrates commitment to society and positions the company as a thought leader in ethical and responsible practices.	Creates conditions for sustainable implementation while reducing individual organizational burden.	Motivates family-friendly policy implementation at hiring agencies and contractors, ensuring ethical labour practices across the supply chain.	Spreads implementation costs and risk, and supports stronger relationships in the community while ensuring standardised implementation.
TO DO THIS	<ul style="list-style-type: none"> <li>■ Integrate implementation into your reporting, in alignment with global standards (e.g., SDG indicators, GRI, ESRS).</li> <li>■ Demonstrate alignment with ethical sourcing commitments.</li> <li>■ Showcase impact through data-driven success stories.</li> </ul>	<ul style="list-style-type: none"> <li>■ Participate in forums with/ convene governments, business associations, peer businesses, etc.</li> <li>■ Publish learnings and best practices or share inputs to industry reports and toolkits (developed by ecosystem actors like IFC, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>■ Advocate for enhanced regulations and government support, such as expanded tax incentives and subsidies.</li> <li>■ Collaborate with development agencies (e.g., UNICEF), business associations, trade unions, to co-develop policy briefs or white papers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide training and guidance to ensure alignment with company standards on ethical employment and family-friendly policies.</li> <li>■ Incentivise adherence to family-friendly policies by prioritising partnerships with compliant agencies and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>■ Collaborate or co-invest with local government, peer businesses, suppliers, or NGOs to develop shared solutions (e.g., community childcare facilities).</li> </ul>
KEY STAKEHOLDERS	<ul style="list-style-type: none"> <li>■ Supply chain buyers</li> <li>■ Investors</li> <li>■ Regulators</li> </ul>	<ul style="list-style-type: none"> <li>■ Peer businesses</li> <li>■ Business associations</li> <li>■ Development agencies</li> <li>■ Media</li> <li>■ Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>■ Policymakers</li> <li>■ Development agencies</li> <li>■ Business associations</li> <li>■ NGOs, think-tanks</li> <li>■ Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>■ Hiring Agencies</li> <li>■ Contractors</li> </ul>	<ul style="list-style-type: none"> <li>■ Peer businesses</li> <li>■ Government</li> <li>■ Farming cooperatives</li> <li>■ Women's groups</li> </ul>



## EXTERNAL COMMUNICATIONS

Effective implementation of family-friendly policies extends beyond internal practices. Companies can amplify their impact through strategic external engagement, creating positive change across the broader ecosystem while strengthening their market position.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



**Robust monitoring and reporting serve three critical purposes for farms implementing family-friendly policies.**

- ▶ **Promotes effective resource utilisation:** For farms where family-friendly policy investments represent significant operational costs, Effective monitoring and reporting helps ensure maximum returns through better uptake and implementation.
- ▶ **Enhances operational efficiency:** Regular monitoring helps identify and address implementation challenges early, minimising disruption to production schedules and workforce management.
- ▶ **Supports strategic decision-making:** Data-driven insights enable farms to adapt policies to workforce needs while maintaining productivity targets.

IMPLEMENTATION GUIDELINES FOR EFFECTIVE BUSINESS REPORTING		
ALIGN WITH STRATEGIC GOALS.	MAKE SMART RESOURCE DECISIONS.	BUILD FOR SUSTAINABLE SUCCESS.
<ul style="list-style-type: none"> <li>■ Map policy metrics to your strategic objectives and reporting metrics.</li> <li>■ Establish baseline data collection system and use existing HR systems where possible to minimise disruption.</li> <li>■ Create clear data privacy and protection protocols*.</li> <li>■ Address regulatory requirements (for e.g., any mandatory reporting metrics) and align with relevant frameworks (like GRI, ESRS) if operating in markets with comprehensive requirements.</li> </ul>	<ul style="list-style-type: none"> <li>■ Prioritise metrics showing direct business impact (e.g., retention rates, productivity).</li> <li>■ Track cost-benefit indicators to demonstrate return on investment.</li> <li>■ Build capacity gradually (for e.g., start with manual tracking if needed and expand to automated systems as programs mature).</li> <li>■ Train relevant staff on data collection and analysis.</li> <li>■ Leverage current management systems.</li> </ul>	<ul style="list-style-type: none"> <li>■ Establish clear accountability and designate specific roles for data collection and analysis.</li> <li>■ Define reporting responsibilities across departments.</li> <li>■ Create feedback loops between workers and management.</li> <li>■ Build monitoring into standard operating procedures.</li> <li>■ Use data to refine policies and implementation.</li> </ul>



Effective monitoring and reporting helps farms assess the effectiveness of policies, guide smarter resource allocation, and maximise returns on investment. Even small farms can make informed decisions by focusing on the right metrics and continuously improving on implementation.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + Overview of child rights' sub-topics and related European Sustainability Reporting Standards (ESRS) topics: [page 12, UNICEF Reporting on Children's Rights Under the Social Standards](#)
- + Mapping of child benefits and supported SDGs: [page 4, UNICEF Role of Child Benefits in Enabling Family-Friendly Policies to Achieve the Triple Bottom Line](#)

Note: (\*) Please refer to relevant legislation for data privacy and protection in your country. For example, companies collecting data on EU residents may refer to the General Data Protection Regulation (GDPR) and refer to this [link](#) for a summary.



# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

PAID LEAVE	FOUNDATIONAL		INTERMEDIATE	ADVANCED
FLEXIBLE WORKING ARRANGEMENTS	OUTPUTS	Company has a policy on maternity leave that meets national legal requirements or is at least 14 weeks, whichever is longer. <i>Align with: GRI 401-2(a); FLA ND.8.1</i>	Company has a policy on maternity leave that meets national legal requirements or is at least 18 weeks, whichever is longer, applicable for both permanent and long-term contract employees.	Company has a policy on gender-neutral parental leave that meets national legal requirements or is at least 18 weeks, whichever is longer.
BREASTFEEDING SUPPORT		Company has a policy on paternity (or parental) leave that meets national legal requirements or is at least 2 weeks, whichever is longer. <i>Align with: GRI 401-2(a)</i>		
		Company has a policy on care leave that meets suggestion detailed in Step 2.		
AFFORDABLE AND QUALITY CHILDCARE	OUTCOMES	Average length of maternity leave (above) actually taken by mothers in the last 12 months. <i>Align with: GRI 401-3, 406</i>		Correlation between policy usage and satisfaction with workforce retention.
		Average length of paternity leave (above) actually taken by fathers (or parents) in the last 12 months. <i>Align with: GRI 401-3</i>		
		Percentage of employees satisfied with paid leave policies (above).		Correlation between policy usage and satisfaction with productivity.
PROTECTION OF BASIC LABOUR RIGHTS				

(continued on next page)



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring process (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS	<b>OUTPUTS</b> Company has policies on flexible start and end time, task switch, such as recommended in Step 2.	Company offers policies on flexible working arrangements to both permanent and contract employees.	
BREASTFEEDING SUPPORT	<b>OUTCOMES</b> Percentage of employees who have requested flexible working arrangements, per policy.	Correlation between policy usage and satisfaction with absent rate.	
	Percentage of employees satisfied with flexible working policies.	Correlation between policy usage and satisfaction with workforce retention.	
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	<div>PROCESS</div> <div>Company has a breastfeeding and/or lactation space with quality in accordance with national legal requirements or inclusive of features described in Step 2, which ever is more comprehensive. <i>Align with: FLA ND.8.1</i></div>		
BREASTFEEDING SUPPORT		Company has a policy on breastfeeding and/or lactation breaks equivalent to 1 hour (ILO minimum standard). <i>Align with: FLA ND.8.1</i>	Company has a policy on additional breastfeeding and/or lactation breaks based on medical documentation (ILO recommended standard).	Company has policy for emergency extension of break.
AFFORDABLE AND QUALITY CHILDCARE	PROTECTION OF BASIC LABOUR RIGHTS	<div>OUTCOMES</div> <div>Average length of paid breastfeeding breaks taken by nursing workers per day in last 12 months.</div> <div>Proportion of working mothers with infants under 24 months currently breastfeeding.</div> <div>Proportion of working mothers with children under 24 months who have used employer-provided breastfeeding facilities in the last 12 months.</div> <div>Percentage of working mothers satisfied with the quality, accessibility, and privacy of breastfeeding/lactation spaces.</div>		Correlation between policy usage and satisfaction with rate of mothers with infants under 6 months coming back to work.
				Correlation between policy usage and satisfaction with productivity.

(continued on next page)

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	PROCESS	Company has a policy on safety measures for children in farms as described in Step 2.	Company has policies relating to childcare and child rights as described in Step 2, such as childcare facility with childcare workers and basic amenities, transport support.
			Company has a policy on providing childcare benefits (i.e., subsidised tuition) to working parents with children under 5 years of age. <i>Align with: GRI 405</i>	Company has more comprehensive policies on financial support for childcare suitable for lower-income workers, parents of children with disabilities, vulnerable workers.
BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	OUTCOMES	Proportion of working parents with children under 5 years of age who have enrolled in employer-provided childcare.	Correlation between policy usage and satisfaction with workforce retention.
			Proportion of working parents with children under 5 years of age who have received childcare benefits in last 12 months.	Correlation between policy usage and satisfaction with productivity.
			Percentage of working parents satisfied with the childcare benefits.	
PROTECTION OF BASIC LABOUR RIGHTS				

(continued on next page)

(continued on next page)

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

PAID LEAVE		FOUNDATIONAL	INTERMEDIATE	ADVANCED
FLEXIBLE WORKING ARRANGEMENTS	OUTPUTS	Company has a policy that wages and benefits during maternity leave should meet a living wage standard, and be no less than two-thirds basic income.	Company has a policy on equal wage among genders.	Company has other support for employees as described in Step 2, such as financial wellness education, access to tele-health services, mental health services.
BREASTFEEDING SUPPORT		Company has policies guaranteeing job protection (position, pay and seniority) throughout pregnancy and maternity leave. <i>Align with: GRI 401-3</i>	Company has policies on insurance coverage for employees.	Company has a policy on insurance coverage for dependents of employees.
AFFORDABLE AND QUALITY CHILDCARE		Company has a policy protecting workers from discrimination on the basis of pregnancy, maternity and family status. <i>Align with: UNGC Principle 6; FLA HOW.15; SA 8000 5.4;</i>		
PROTECTION OF BASIC LABOUR RIGHTS	OUTCOMES	Proportion of wages and benefits received by workers on maternity leave relative to basic salaries in last 12 months.		Correlation between policy usage and satisfaction with workforce retention.
		Proportion of workers returning to employment after maternity leave in same or similar position. <i>Align with: GRI 401-3</i>		
		Number of pregnant workers and workers on maternity leave dismissed from employment during the reporting period.		
		Number of incidents or complaints received alleging discrimination on the basis of pregnancy, maternity or family status during the reporting period. <i>Align with: GRI 406</i>		Correlation between policy usage and satisfaction with productivity.
		Percentage of employees satisfied with the benefits (e.g., wage, insurance, other support) offered.		Percentage of informal workers over total employment in farms.





# OFFICES



# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (1 OF 2)

STEP 1

STEP 2

STEP 3

STEP 4

**Understanding the common landscape of challenges and pitfalls faced by offices is crucial for companies to identify blind spots and ensure they meet critical needs to achieve business benefits.**

A diverse mix of companies, which operate across several sectors (like software, banking, telecommunications, professional services, etc.) and across a range of higher- and lower-income countries (but mostly in urban settings) have offices. **The challenge of balancing work flexibility with collaboration needs has become particularly prominent in office settings.** Striking the right balance becomes even more critical when considering the needs of working parents who require predictable schedules for childcare arrangements.

**While many offices have embraced flexible work arrangements, sparked by the Covid-19 pandemic, with options for hybrid and remote work, many companies struggle to implement these effectively while maintaining team cohesion and organizational culture.** Additionally, companies may be constrained by small employee sizes, which has implications on how they provide childcare support for employees (e.g., a smaller company may prefer to provide childcare stipends vs., setting up on-site facilities).



On flexible working arrangements:

“if an employee wakes up one morning and their child is unwell, then they can still be effective from home.”

- HR lead, Social security fund

## KEY CONSIDERATIONS

### ► Nature of operations

#### Space constraints:

- Office environments increasingly need to balance multiple working modes - from focused individual work to collaborative team activities. Many offices are constrained by traditional layouts that may not adequately support nursing mothers or parent needs like lactation rooms or childcare facilities. Businesses may not own the offices they operate in as well (e.g., if rented, or in a co-working space), and may have limited flexibility to make design changes.
- Hence, it is important to incorporate family-friendly policies while planning facilities; and if physical space or cost is a constraint, companies may consider collaborative models.

### ► Workforce composition and mix

#### Nature of contracts:

- Offices often have a mix of employees hired either on a permanent or contractual basis, where contractual staff might not receive the same benefits as permanent staff; Further, employees in the same office may be contracted by different entities (e.g., by the company themselves or with an outsourced agency), presenting inequities in the types of family-friendly policies they are entitled to.
- In extending family-friendly policies, companies should ensure policies are inclusive and made accessible to all employees.

Source: Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (2 OF 2)

STEP 1

STEP 2

STEP 3

STEP 4

## KEY CONSIDERATIONS *(continued)*

### Gender mix:

- Certain sectors (e.g., technology) tend to be more male-dominated compared to others which impacts which policies might be most 'in-demand' (e.g., paternity vs maternity leave) and dictates how companies should allocate limited resources.
- Companies should pay careful consideration to gender norms when communicating family-friendly policies and driving their uptake within the organization.

### Access to amenities

#### Access to digital infrastructure:

- The effectiveness of flexible work arrangements in office settings heavily depends on robust digital infrastructure. While many urban offices have strong connectivity, home office setups may vary significantly in quality – which may pose operational challenges for businesses. This digital divide can particularly impact working parents who need reliable connectivity for work tasks.
- Companies must consider how to support equitable access to technology and digital tools, especially for employees in roles that require sophisticated software or high-bandwidth applications.

### Proximity to support services:

- While urban office locations often provide better access to childcare facilities and family support services compared to rural or industrial zones, the quality and affordability of these services vary significantly. Additionally, country-specific contexts may impact degree of access.
- High-cost urban centres may price out essential childcare options, particularly affecting mid-level employees. Additionally, the trend toward suburban office parks, while potentially offering cost benefits for childcare, may create transportation challenges for accessing childcare and other family support services.
- Companies need to consider how location choices impact employees' ability to access crucial family support infrastructure.



With high mental stress, evolving workplace dynamics, and diverse professional requirements, offices present distinct operational patterns that make family-friendly policies not just socially important, but business-critical.

Source: Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF CHALLENGES AND PITFALLS SPECIFIC TO YOUR COMPANY

STEP 1

STEP 2

STEP 3

STEP 4



To effectively implement family-friendly policies in offices, it's essential to tailor strategies to your company's specific circumstances.

Companies must assess their specific situation through three lenses: employee needs, industry benchmarks and business objectives.

## ASSESS EMPLOYEE NEEDS

Identify family-related challenges and priorities of office workers to inform relevant and impactful policies by:

- **Conducting employee surveys:** Use targeted questions to uncover nuanced worker needs across different family-friendly policies.
- **Holding focus groups:** Create safe spaces for workers to share their experiences and concerns.
- **Analysing feedback by demographics:** Disaggregate responses by gender, age, and marital status to identify specific trends.

Communicate early and consistently about how employee feedback informs policy design.

### RESOURCES

- + Consider collaborating with external professional associations for the needs assessment.
- + [Page 37: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)
- + See [Annex](#) for a sample version of a short employee survey, to be customised to your own needs

## BENCHMARK ECOSYSTEM AND INDUSTRY STANDARDS

Evaluate your practices against the ecosystem and industry standards and identify gaps for improvement by:

- **Researching industry practices:** Use publicly available resources to benchmark your company policies against regional standards or peers with similar size, revenue and workforce composition.
- **Assessing legal compliance and state of ecosystem:** Review local labour laws on maternity leave, breastfeeding breaks, and childcare provisions; and country-specific factors, like availability of care, cultural norms and infrastructure.
- **Leveraging buyer requirements:** Align policy efforts with buyer codes of conduct.

### RESOURCES

- + Refer to the list of questions in the [Annex](#) to assess the state of ecosystem: (1) community resources, (2) social and cultural norms and (3) physical and digital infrastructure
- + [Page 44: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)

## ALIGN POLICIES WITH BUSINESS GOALS

Connect implementation to organizational objectives such as retention, productivity, and compliance by:

- **Aligning policies with your company's strategic goals:** Map out how implementing specific policies leads to desired business outcomes.
- **Setting Key Performance Indicators (KPIs):** Establish metrics to monitor the impact of specific policies on business performance.
- **Determining tangible benefits:** Use data and success stories to demonstrate the return on investment and tangible benefits of family-friendly policies.

### RESOURCES

- + [Page 72: IFC, Tackling Childcare: A Guide For Employer-supported Childcare \(2019\)](#)
- + [Page 80: UNFPA \(2023\), Family Friendly Workplace Model](#)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**This toolkit covers five policy areas that support employees throughout their parenting journey, from pregnancy to their children's early development.**

In office settings, these policies require specific considerations due to evolving workplace dynamics, and diverse professional requirements:



In offices, thoughtfully designed family-friendly policies not only support employees' wellbeing but also ensures businesses can retain high-quality talent and skilled workers.

## PAID LEAVE

- Job protected paid leave of absence for working women and men, typically starting just before the time of childbirth (or adoption in some countries).
- Includes paid maternity leave, paid paternity leave, and parental leave.

- Paid leave ensures that parents can take needed time off with a guaranteed job position, which promotes return-to-work and retains skilled talent.

## FLEXIBLE WORKING ARRANGEMENTS

- Provides employees flexibility to better balance work and personal responsibilities.
- Includes options such as flexible hours, compressed workweeks, part-time arrangements, and remote work.

- Remote work is often possible for an office setting, and coupled with other flexible work arrangements, supports parents in balancing work and caregiving responsibilities.

## BREASTFEEDING SUPPORT

- Includes remunerated breastfeeding, lactation breaks during working hours and dedicated breastfeeding spaces.
- Facilities such as lactation rooms should ensure privacy, hygiene, and proximity to the workplace.

- Offices need to plan for dedicated lactation spaces.

## AFFORDABLE AND QUALITY CHILDCARE

- Ensures access to affordable childcare services, including before- and after-school care.
- Can include partnerships with local childcare providers or on-site childcare facilities.
- Supports working parents, reduces absenteeism, and enhances productivity.

- Many offices may not have the economies of scale to set up childcare facilities, and will likely rely on external providers or collaborative models with other companies or public sector actors.

## PROTECTION OF BASIC LABOUR RIGHTS

- Includes benefits like child grants, insurance schemes, and access to health services.
- Facilitate access to national social security schemes, e.g., pensions.
- Ensures basic financial stability for workers and their families.

- It is important to ensure equal treatment regardless of the nature of contract (e.g., permanent and contract workers), including access to health insurance and services.



**THE FOLLOWING SECTIONS CONTAIN DETAILED GUIDANCE FOR IMPLEMENTING EACH OF THESE FIVE POLICY AREAS, WITH SPECIFIC RECOMMENDATIONS TAILORED TO YOUR COMPANY'S MATURITY LEVEL, PRACTICAL EXAMPLES AND CASE STUDIES OF SUCCESSFUL IMPLEMENTATION, AND BEST PRACTICES FOR EFFECTIVE ADOPTION.**

Source: UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	PAID LEAVE	Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
FLEXIBLE WORKING ARRANGEMENTS	MATERNITY LEAVE	<ul style="list-style-type: none"><li>■ Provide at least 14 weeks paid leave (ILO minimum standard) to both permanent and long-term contract workers, even in locations without legal requirements.</li><li>■ Ensure job protection and return-to-work guarantee.</li></ul>	<ul style="list-style-type: none"><li>■ Extend paid leave duration to at least 18 weeks (ILO recommended standard) to all employees.</li><li>■ Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li></ul>	<ul style="list-style-type: none"><li>■ Provide gender-neutral policies, e.g., 18 weeks of paid maternity leave for both primary and non-primary caregivers (including surrogates and adoptive parents of children under 1 years old), including contractual staff.</li><li>■ Include special provisions for multiple births or complications and offer extensions to parents of children with disabilities.</li><li>■ Offer flexibility to use this leave (e.g., to spread leave across period of a year).</li></ul>
BREASTFEEDING SUPPORT	PATERNITY LEAVE	<ul style="list-style-type: none"><li>■ Introduce basic paid leave of 2 weeks (global average is 9 days) for fathers or non-primary caregivers, even in locations where it is not mandated by law.</li><li>■ Ensure job protection and return-to-work guarantee.</li></ul>	<ul style="list-style-type: none"><li>■ Provide at least 4 weeks of paid leave to fathers and non-primary caregivers.</li><li>■ Extend coverage to both permanent and long-term contract workers.</li></ul>	
AFFORDABLE AND QUALITY CHILDCARE				
PROTECTION OF BASIC LABOUR RIGHTS				



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + [ILO Maternity Protection Convention, 2000](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.8, ND.7, ND.8](#)
- + [GRI Reporting Standards 401 and 406](#)



### TOOLS

- + [Policy Repository by World Policy Analysis Centre](#)



### SOURCE

- + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000
- + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000
- + WHO, [The case for paid sick leave](#), 2010
- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



## Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

  
While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
OTHER LEAVES	<ul style="list-style-type: none"><li>■ <b>Sick leave:</b> Offer paid sick leave meeting local standards or up to 10 days annually including to attend medical appointments.</li><li>■ <b>Caregiving leave:</b> Provide additional leave entitlements for parents of children with disabilities.</li></ul>	<ul style="list-style-type: none"><li>■ <b>Sick and emergency leave:</b> Extend coverage to both permanent and long-term contract workers.</li><li>■ <b>Caregiving leave:</b> Introduce 5-10 days annual leave for all caregivers (e.g., children or elderly parents).</li><li>■ Offer leave extensions for children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>■ <b>Sick leave:</b> Allow use of sick leave for IVF, and conversion of unused leave to caregiving leave or to roll over into future years.</li><li>■ <b>Special leave policies:</b> Introduce bereavement leaves, and sabbatical options for long-term caregiving.</li><li>■ Offer leave pooling to support employees with additional leave needs (e.g., due to caregiving).</li></ul>
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			





THROUGH THESE WORKSHOPS AND THE SHARING OF EXPERIENCES, WE ARE ON WAY TOWARDS FOSTERING A CULTURE THAT NORMALIZES AND ENCOURAGES PATERNITY LEAVE, THEREBY SUPPORTING OUR BROADER GOAL OF CREATING A MORE INCLUSIVE WORKPLACE.

– HR leader



## CASE STUDY

# DRIVING UPTAKE OF PATERNITY LEAVE IN JAPAN

## OMRON CORPORATION

Through its encouragement and support, Omron has seen uptake of paternity by male employees of **66%, with an average leave period exceeding 2 months (62 days)**. This is double the industry average of 30%, where most industry peers see majority of (58%) male employees taking up less than 1 month of leave.

To drive policy uptake, Omron distributes guidebooks to supervisors to raise awareness on paternity leave and create a culture where it is accepted for employees to take leave. It also organizes workshops for employees to hear from colleagues who have taken parental leave, as well as individual consultation sessions for employees to share any concerns regarding taking parental leave.

In 2024, Omron received the **Nadeshiko brand in recognition of its efforts to promote a system** that supports women's empowerment, including through paternity leave.

Source: Omron, [Omron's Male Employees Take More Than Two Months Of Childcare Leave for the Second Consecutive Year](#), 2024.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<b>Companies can introduce flexibility in work hours and breaks where tasks allow and gradually transition from a time-based system to an outcome-based approach.</b>		
FLEXIBLE WORKING ARRANGEMENTS			
FLEXIBLE OR REDUCED HOURS	<ul style="list-style-type: none"><li>■ Introduce flexible start and end times (e.g., 7am-3pm instead of 9am-5pm) after agreement with managers for all staff or offer shift preferences.*</li><li>■ Offer compressed work weeks (e.g., 40-hour work week in 4 days compared to 5 days) available for all staff subject to approval.</li></ul>	<ul style="list-style-type: none"><li>■ Offer option to work flexibly beyond set hours (e.g., 10am- 2pm).</li><li>■ Offer additional flexible options (e.g., part time) for all new parents upon returning to work; or caregivers with diverse needs (e.g., children with disabilities, elderly parents)</li><li>■ Provide exemption from working late hours.</li></ul>	<ul style="list-style-type: none"><li>■ Offer fully flexible working hours, with performance based on outcomes or goals (vs. time-based).</li><li>■ Offer phased return-to-work schedules for all parents.</li></ul>
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			

Note: (\*) Depending on the sector, certain offices may have higher demands on working hours (e.g., call centre staff);  
(\*\*) Includes stable internet connection, access to equipment (e.g., laptops) at home

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

Globally recognised standards for implementing flexible working arrangements specific to offices are still evolving, however many existing guidance for flexible work arrangements (including published in the context of Covid-19) remain broadly applicable for offices.

- + [UNICEF Guidance for employers on flexible work arrangements](#)
- + [ILO: Employers' guide on working from home](#)
- + [WHO: Healthy and safe teleworking](#)

### SOURCE

- + ILO, UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.
- + ILO, [Care at Work](#), 2021.
- + Expert interviews.

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.


These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS	<div>■ Offer hybrid work arrangements for all employees with fixed and designated work-from-home days, and flexibility to shift work-from-home days on a need basis (e.g., when children are ill, for parents with children with disabilities) .</div>	<div><div>■ Offer hybrid work with flexible work-from-home days, with potential for full remote work for parents, including with children with disabilities.</div><div>■ Provide stipends for Wi-Fi and basic IT equipment (laptop, mouse).</div></div>	<div><div>■ Offer full flexibility for remote working to all employees based on measurement of outcomes.</div><div>■ Provide stipend to set up proper work-from-home setups (chair, monitor, headphones, microphones).</div></div>
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
FLEXIBLE JOB ROLES	<div>■ Provide job rotation opportunities for employees (e.g., to roles with less time pressure or limited/no travel).</div>	<div><div>■ Offer job rotation opportunities for employees.</div><div>■ Develop job sharing policies, where two employees split full-time responsibilities.</div></div>	<div>■ Create specialised roles and performance pathways accommodating various needs (for e.g., parents of children with disabilities).</div>
HYBRID OR REMOTE WORK (if there is adequate digital infrastructure**)			



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.



 ANYWHERE, ANYTIME FLEXIBILITY CREATES ROOM FOR OUR EMPLOYEES TO EXERCISE THE RESPONSIBLE CHOICE OF WORKPLACE AND TIME TO BETTER BALANCE WORK AND LIFE. THIS POLICY WILL ALSO ENABLE US TO RETAIN AND RECRUIT TALENTED EMPLOYEES.

– HR leader



#### CASE STUDY

## FLEXIBLE WORK ARRANGEMENTS IN UGANDA

### MTN GROUP

MTN Group introduced an 'Anywhere, Anytime Flexibility' policy that allows for time and place flexibility. This allows employees to opt-in for flexible work time and/or place of work, for specified durations during the week or month.

A separate study of MTN Uganda showed a statistically significant and **positive relationship between flexible work arrangements and employee performance.**

Source: MTN, [MTN Launches Anywhere, Anytime Flexible Work Policy](#), 2022.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
BREASTFEEDING FACILITIES	Companies can start with basic designated spaces that ensure privacy and gradually enhance facilities to support different work schedules and service delivery patterns.		
FLEXIBLE SHIFTS	<ul style="list-style-type: none"> <li>■ Designate a clean, private space for breastfeeding/ expressing milk, away from washrooms.</li> <li>+ Ensure adequate lighting, ventilation and basic hygiene standards.</li> <li>+ Provide basic amenities like seating and electrical outlets.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide private space accessible only by breastfeeding or expressing mothers.</li> <li>+ On top of basic amenities meeting hygiene standards, provide refrigeration facilities and sterilisation equipment.</li> </ul>	<ul style="list-style-type: none"> <li>■ Establish multiple lactation rooms with full amenities (e.g., armchairs, tables, refrigeration, sterilisation equipment, bin, handwashing stations) for breastfeeding or expressing mothers.</li> <li>■ Include consultation space for lactation support.</li> </ul>
LACTATION BREAKS	Companies can start with paid lactation breaks aligned with ILO standards and progressively develop flexible systems that support both operational needs and employee preferences		
PRODUCTION LINE ASSIGNMENT	<ul style="list-style-type: none"> <li>■ Allow one or more daily breaks equivalent to 1 hour or a daily reduction of hours of work to mothers to breastfeed (ILO minimum standard) or as per labour laws for at least 6 months, ideally 24 months.</li> <li>■ Provide breastfeeding breaks with additional breaks or duration of breaks, such as for caregivers of infants with disabilities or health issues, based on medical documentation (ILO recommended standard) for at least 6 months, ideally 24 months.</li> </ul>		<ul style="list-style-type: none"> <li>■ Minimise expectation of overseas travel (if applicable) to reduce logistical challenges for lactating mothers.</li> <li>■ Create protocols for extended break needs.</li> </ul>

(continued on next page)

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + [ILO Maternity Protection Convention, 2000](#)
- + [WHO Guidance on breastfeeding](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.8, ND.7, ND.8](#)
- + [GRI Reporting Standards 401 and 406](#)



### TOOLS

- + [Policy Repository by World Policy Analysis Centre](#)



### SOURCE

- + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000.
- + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000.
- + ILO, UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.
- + ILO, [Care at Work](#), 2021.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).


	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
OTHER SUPPORT	<ul style="list-style-type: none"><li>■ Provide information on where employees can access lactation support including specialised support for parents with children with disabilities.</li></ul>		<ul style="list-style-type: none"><li>■ Provide allowances for access to lactation support (e.g., lactation consultants) for employees, with specialised support for parents with children with disabilities.</li><li>■ Provide allowances for equipment (e.g., pumps, sterilisers) for relevant employees regardless of employment status.</li><li>■ Provide stipends for transport of breast milk during business travel.</li></ul>



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.





 **THE FIRST STEPS PROGRAMME HAS MULTIPLE BENEFITS, ALLOWING ME TO WORK WHILE BEING CLOSE TO MY YOUNGEST SON, MATIAS. THE BANK ALLOWS YOU TO BE A MOTHER AND ALSO DO YOUR JOB.**

*– Bank employee*



## CASE STUDY

# PRIMEROS PASOS (FIRST STEPS) IN COLOMBIA

## BANCO DE BOGOTA

In Colombia, Banco de Bogotá, supported by UNICEF, implemented the Primeros Pasos (First Steps) programme that promotes breastfeeding in the workplace and responsible co-parenting, impacting 1,500 working parents and 1,200 young children.

Since its implementation in 2020, the programme has seen: 44% increase in participating parents' positive perception of their working environment, compared to the 18% increase of all employees; 68% of exclusive breastfeeding within the first six months of programme participants (vs 36.1% national average); 76% of continuous breastfeeding in the first year (vs 52% national average).

In combination with other family-friendly policies, the **average net promoter score of the company increased by 18%** and it was certified as a "Great Place to Work".

Source: UNICEF, [Breastfeeding In Work Environments](#), 2023; Stakeholder consultations with Banco de Bogotá team, 2024.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
CHILDCARE FACILITIES	IF EXTERNAL CHILDCARE FACILITIES ARE LIMITED/NOT AVAILABLE:  Companies can begin with collaborative childcare solutions that align with service schedules and gradually develop comprehensive on-site facilities that accommodate diverse workforce needs if there is adequate and sustainable financial resources.		
INFRASTRUCTURE	<ul style="list-style-type: none"><li>■ Provide community-based solutions through partnerships with nearby offices.</li><li>■ Allow for child friendly spaces within the office.<ul style="list-style-type: none"><li>+ Ensure basic safety standards, child protection policies, and implement clear procedures for emergency situations.</li></ul></li><li>■ Provide allowances for employees with children with disabilities to seek childcare support (e.g., dedicated nanny).</li><li>■ Provide for access to childcare aligned with regular working hours.</li></ul>	<ul style="list-style-type: none"><li>■ Provide dedicated near-site childcare facility in collaboration with nearby offices or set-up own childcare if there is sufficient employee size.<ul style="list-style-type: none"><li>+ Provide options for childcare hours (e.g., full day, after-school, etc.).</li><li>+ Provide appropriate meals for children, ensuring nutritional needs.</li></ul></li><li>■ Provide allowances for employees with children with disabilities to seek childcare support (e.g., dedicated nanny).</li><li>■ Offer transportation to and from childcare, if existing transport infrastructure is not child-friendly.</li></ul>	<ul style="list-style-type: none"><li>■ Provide dedicated near-site childcare facility in collaboration with nearby offices with specialised activities for children of different age group offices or set-up own childcare if there is sufficient employee size.<ul style="list-style-type: none"><li>+ Maintain a low ratio of childcare workers to children (e.g., 1:5).</li><li>+ Provide for childcare that can cater to needs of children with disabilities.</li></ul></li><li>■ Offer transportation to and from childcare, if existing transport infrastructure is not child-friendly.</li></ul>

 Businesses should also advocate with and engage governments closely in driving childcare support, recognising the supporting role that they play in the care ecosystem.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

- + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): HSE.27
- + [Minimum Standards for Child Protection in Humanitarian Action](#): Standard 23, 24, 25

### TOOLS

- + Guidance and considerations for employer-supported childcare: Page 42, [UNICEF Business case for employer-supported childcare](#)
- + [IFC's Guide For Employer-Supported Childcare](#)
- + [Policy Repository by World Policy Analysis Centre](#)

### SOURCE

- + UNICEF, [Business case for employer-supported childcare](#), 2021
- + Alliance for Child Protection in Humanitarian Action, [Minimum Standards for Child Protection in Humanitarian Action](#), 2019

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>IF EXTERNAL CHILDCARE FACILITIES ARE AVAILABLE AND EASILY ACCESSIBLE:</div> <div>Companies can start with basic financial assistance and gradually develop comprehensive benefit packages that address diverse workforce needs across service roles.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
FINANCIAL SUPPORT			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.



THROUGHOUT THE YEARS THAT I HAVE BEEN WORKING FOR MALIA GROUP, THEY ALWAYS APPRECIATED ME AND MY WORK, AND VICE VERSA. I FEEL THAT I HAVE SO MUCH MORE TO GIVE THIS COMPANY.

– Manager at the company



## CASE STUDY

# CHILDCARE SUPPORT IN LEBANON

## MALIA GROUP

All staff members benefit from discounted fees (up to 50%) at selected kindergartens and nurseries located close to the company's headquarters. In addition, the company undertakes 100% of nursery fees for employees who face financial challenges, which is assessed on a case-by-case basis.

In combination with other family-friendly policies (e.g., flexible work arrangements, lactation breaks), Malia Group saw **reduced absenteeism rates of 20% in one year, as well as increased productivity and job applications.**

Source: IFC, [The Business Case for Investing in Women's Employment in Lebanon](#), 2022.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>WAGE PROTECTION</div> <div>Companies can begin with basic wage compliance and gradually develop comprehensive compensation systems that recognise the unique demands of service roles.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<ul style="list-style-type: none"><li>■ Ensure all workers (including contractual and part time employees) are paid at least the legal minimum wage on time.</li><li>■ Provide clear documentation of earnings and benefits and implement basic grievance redressal mechanisms for wage disputes.</li><li>■ Ensure non-discrimination of wages, regardless of gender, residential and/ or family status.</li></ul>	<ul style="list-style-type: none"><li>■ Ensure all workers (incl. contractual staff) are paid at least a living wage* on time.</li><li>■ Monitor and address gender-based or other wage disparities to promote equitable pay structures.</li><li>■ Conduct benchmarking against cost of living to determine adequate wages.</li><li>■ Ensure non-discrimination of employees in career progression and salaries based on family status.</li><li>■ Include policies addressing unique caregiving requirements, like allowances for parents of children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>■ Implement comprehensive financial wellness programs like education savings support for workers’ children.</li><li>■ Conduct industry benchmarking to determine competitive wages.</li><li>■ Ensure non-discrimination of employees in career progression and salaries based on family status.</li></ul>

Note: (\*) [Living wage](#) is a level of pay that gives workers and their families a decent standard of living

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

#### Mental health and nutrition

- + Fair Labor Association (FLA) Compliance Benchmarks: ND.12, HSE.11, HSE.12

#### Wages and working hours

- + Fair Labor Association (FLA) Compliance Benchmarks: ND.3, C.1 to C.25

### SOURCE

- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021

(continued on next page)



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<b>Companies can start with basic health protections and progressively develop comprehensive coverage addressing service-specific risks.</b>		
FLEXIBLE WORKING ARRANGEMENTS			
HEALTH AND SAFETY INSURANCE			
HEALTH AND SAFETY INSURANCE	<ul style="list-style-type: none"> <li>■ Ensure access to basic health insurance (according to government schemes) for all workers.</li> <li>■ Ensure zero-tolerance policy to gender-based violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer comprehensive health insurance, to all workers and dependents, covering maternity-related expenses and IVF.</li> <li>■ Support access to mental health services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer telehealth services for workers and families.</li> <li>■ Extend health allowances for workers' children with disabilities or special needs.</li> <li>■ Offer allowances for regular health check-ups .</li> </ul>
HEALTH AND SAFETY INSURANCE	<ul style="list-style-type: none"> <li>■ Ensure access to basic life insurance for all workers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Offer comprehensive insurance, including for families and covering disability.</li> <li>■ Include specialised coverage for diverse family structures.</li> <li>■ Provide international coverage for expatriates.</li> <li>■ Offer employer-managed emergency assistance fund for unforeseen events.</li> </ul>	
OTHER INSURANCE			
AFFORDABLE AND QUALITY CHILDCARE			
BREASTFEEDING SUPPORT			
FLEXIBLE WORKING ARRANGEMENTS			
PAID LEAVE			





**WE BELIEVE THAT [EMPLOYEE] WELL-BEING CONTRIBUTES  
DIRECTLY TO OUR SUCCESS AS A COMPANY.**

*– HR leader*



## **CASE STUDY**

# **EMPLOYEE WELLNESS PROGRAMME IN AFRICA**

## **VODACOM**

The company provides comprehensive support to the health and wellbeing of its employees, as part of driving a healthy environment for all, including parents. This includes mental health support that is available 24/7, on-site healthcare nurses and disability benefits. In addition, it offers a pension fund, contributing to retirement funding for its employees.

As a result of its efforts to drive employee wellbeing, Vodacom was ranked as the **Top Employer in Africa, with high employee satisfaction, with an Employee Index of 77%.**

*Source: Vodacom, [How Vodacom Keeps Employees Healthy and Happy](#), 2024.*

# IMPLEMENTING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

Three implementation drivers are crucial to translate family-friendly policies from intent into meaningful practices.

## INTERNAL COMMUNICATIONS

Beyond designing suitable family-friendly policies, the HR department should actively engage internal stakeholders, including management and employee – through training and internal communication to boost the implementation and uptake of the policies.

## EFFECTIVE IMPLEMENTATION

## ESG/EXTERNAL COMMUNICATIONS

Businesses can maximise the impact of family-friendly policies and instil ecosystem changes by engaging external stakeholders (like investors, regulators, supply chain partners, and public), through transparent reporting, strategic communication, and collaborative partnerships.

## SYSTEMS AND PROCESSES

The HR department should solicit support from the larger corporate operations (and other necessary departments) to propose appropriate process improvements and technology enhancements – that streamline the integration of the new/revised set of policies with the organization's business operations.



Effective implementation of family-friendly policies remains a big challenge for most offices, with success necessitating company-wide engagement of employees, management and other stakeholders.

# GENERATING SUPPORT AND PROMOTING UPTAKE



Effectively implementing family-friendly policies in office settings requires clear, inclusive, and strategic communication to ensure awareness and alignment across all levels of stakeholders.

Successful implementation of the policies depends on understanding and addressing the unique perspectives, concerns, and needs of each stakeholder group; A thoughtful communication strategy that considers several distinct viewpoints is essential for driving meaningful adoption and ensuring sustainable impact.

WHO ARE THE KEY STAKEHOLDERS, AND WHAT ARE THEIR CONCERNS?		
<div>EMPLOYEES</div> <ul style="list-style-type: none"><li>■ Concerned about workplace perceptions and whether utilising family-friendly policies (e.g., parental leave or flexible work) will impact their career progression.</li><li>■ Fear potential stigma or being seen as less committed to their jobs when requesting flexibility.</li><li>■ Worry about how to balance workload expectations with their caregiving responsibilities, particularly in demanding roles.</li></ul>	<div>MIDDLE MANAGERS</div> <ul style="list-style-type: none"><li>■ Concerned about productivity and employee commitment when allowing remote or flexible work.</li><li>■ Worry about balancing performance goals and employee needs.</li><li>■ Concerned about ensuring team coverage during flexible work arrangements or long leaves of absence.</li></ul>	<div>DECISION MAKERS/TOP MANAGEMENT</div> <ul style="list-style-type: none"><li>■ Once they are committed to implementing family-friendly policies, they need ongoing communication focused on successful implementation and integration of policies into daily operations and fostering a meaningful culture shift.</li><li>■ Primary focus is on ensuring smooth policy rollout without compromising organizational efficiency.</li><li>■ Require regular updates on implementation progress, challenges encountered, and solutions developed.</li><li>■ Focused on financial feasibility, resource allocation, and operational efficiency.</li></ul>



## INTERNAL COMMUNICATIONS

By aligning their internal communications with the concerns of key stakeholders, companies can create a sustainable pathway for adoption of family-friendly policies, ensuring that employee well-being and business success go hand in hand.

Source: UNFPA, [The Family-Friendly Workplace Model](#), 2023.

# GENERATING SUPPORT AND PROMOTING UPTAKE

STEP 1

STEP 2

STEP 3

STEP 4

**Clear communication pathways create sustainable adoption while fostering a supportive workplace culture.**

Such communication should ensure that they are designed to reach all genders, including men. Engaging men as allies and champions is crucial for driving uptake and implementation of family-friendly policies and promoting shared responsibility for caregiving.

	OBJECTIVE	KEY MESSAGES	MODE OF COMMUNICATION
EMPLOYEES	Ensure workers understand their family-friendly policy entitlements and feel confident accessing them without fear of negative impact to their employment or progression.	<ul style="list-style-type: none"> <li>■ 'Using these policies will not impact your career progression or performance evaluations'.</li> <li>■ 'Policies are designed to help you manage work and family needs effectively'.</li> <li>■ 'Your managers or leaders are also using these policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Email newsletters and intranet updates</li> <li>■ Town halls or Q&amp;A sessions with HR and leadership</li> <li>■ HR portals with FAQs, policy documents, and application tools-</li> </ul>
MIDDLE MANAGERS	Build capability and confidence in implementing family-friendly policies while achieving performance goals and operational efficiency.	<ul style="list-style-type: none"> <li>■ 'Managing flexible work and leave policies improves team performance, productivity, and morale'.</li> <li>■ 'Clear protocols exist for approving and coordinating family-friendly policy use'.</li> <li>■ 'Your role as a manager is critical in fostering a supportive and inclusive culture'.</li> <li>■ 'You should act as role models to encourage uptake of family-friendly policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Manager briefings with HR and leadership</li> <li>■ Hands-on training workshops (e.g., managing remote work or flexible hours)</li> </ul>
DECISION MAKERS/ TOP MANAGEMENT	Maintain engagement and support for implementation while demonstrating successful integration with the company's operations.	<ul style="list-style-type: none"> <li>■ 'Family-friendly policies are crucial for long-term business sustainability and deliver measurable return through improved retention and productivity'.</li> <li>■ 'This will reinforce our position as an employer of choice'.</li> <li>■ 'Successful implementation enhances our reputation with employees, investors, and clients'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Executive-level performance dashboards (e.g., policy adoption and absenteeism trends)</li> <li>■ Quarterly implementation milestone updates</li> </ul>



## INTERNAL COMMUNICATIONS

A successful communication strategy ensures buy-in from leadership, middle managers' active involvement and employees' understanding of available family-friendly policies and trust in their fair and equitable application.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

+ [UNFPA \(2023\), Family Friendly Workplace Model: Page 131](#)

# INTEGRATE WITH BUSINESS OPERATIONS

STEP 1

STEP 2

STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

## SIMPLE RECORD-KEEPING SYSTEM

- Build on existing systems, like standard spreadsheets or existing software to introduce simple record-keeping mechanisms for policy uptake – This helps teams transition smoothly while keeping things simple.
- Adapt current HR paperwork and forms to include family-friendly policy elements, focusing on clear, easy-to-follow processes that work within existing workflows.
- Begin with pilots of low-cost process changes in one department or shift, such as flexible work arrangements.

## SCALED-UP AND STANDARDISED SYSTEM

- Build upon your existing HR systems to include family-friendly policy tracking, automated notifications for approvals and other policy related metrics.
- Collaborate with operational teams to introduce flexible working models (e.g., part-time roles, split shifts) without hampering productivity.
- Create regular opportunities for staff feedback via existing channels like team meetings or employee surveys, and use insights to refine implementation.
- Work with department heads to recognise and reward managers who effectively support policy implementation, making it part of regular performance reviews and team success metrics.

## FULLY INTEGRATED, DATA-DRIVEN SYSTEM

- Implement enterprise-level solutions (e.g., ERP systems) to seamlessly integrate family-friendly policy tracking with broader business processes (e.g., productivity metrics, financial KPIs).
- Analyse workforce trends (e.g., absenteeism due to childcare issues) and proactively design interventions.
- Establish dedicated committees or task forces to drive continuous improvement in policy related initiatives.
- Create a network of 'policy champions' across departments who can share best practices and support implementation.

## DEPARTMENTS TO BE ENGAGED

- **HR:** Adapting existing forms and tracking processes.
- **Operations:** Incorporating policy considerations into current scheduling practices.
- **Finance:** Working within existing budgets to support implementation.

- **HR:** Coordinating feedback collection and recognition programs.
- **Operations:** Adjusting workflows for flexibility.
- **IT:** Implementing digital systems and upgrades.
- **Finance:** Securing funding for system upgrades.

- **HR:** Strategic leadership on policy design and advocacy.
- **IT:** Advanced integration of ERP systems.
- **Finance:** Cost-benefit analysis and sustainability reporting.



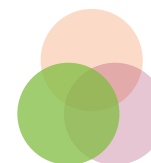
## SYSTEMS AND PROCESSES

While designing strong family-friendly policies is the first step for businesses, strong systems and processes must be put in place to implement them effectively - Companies can start small and build on existing processes to support successful implementation.

# ENGAGE WITH AND INFLUENCE THE ECOSYSTEM



	REPORT & DISCLOSE	SHARE	ADVOCATE	COLLABORATE/ CO-INVEST
WHY	Demonstrates compliance, enhance reputation and trust with key stakeholders including investors, and potential employees.	Demonstrates commitment to society and positions the company as a thought leader in ethical and responsible practices.	Creates conditions for sustainable implementation while reducing individual organizational burden.	Spreads implementation costs and risk, and supports stronger relationships in the community while ensuring standardised implementation.
TO DO THIS	<ul style="list-style-type: none"> <li>■ Integrate implementation into your reporting, in alignment with global standards (e.g., SDG indicators, GRI, ESRS).</li> <li>■ Demonstrate alignment with ethical sourcing commitments.</li> <li>■ Showcase impact through data-driven success stories.</li> </ul>	<ul style="list-style-type: none"> <li>■ Participate in forums with/ convene governments, business associations, peer businesses, etc.</li> <li>■ Publish learnings and best practices or share inputs to industry reports and toolkits (developed by ecosystem actors like IFC, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>■ Advocate for enhanced regulations and government support, such as expanded tax incentives and subsidies.</li> <li>■ Collaborate with development agencies (e.g., UNICEF), business associations, trade unions, to co-develop policy briefs or white papers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Collaborate or co-invest with local government, peer businesses, or NGOs to develop shared solutions (e.g., community childcare facilities).</li> </ul>
KEY STAKEHOLDERS	<ul style="list-style-type: none"> <li>■ Investors</li> <li>■ Regulators</li> </ul>	<ul style="list-style-type: none"> <li>■ Peer businesses</li> <li>■ Business associations</li> <li>■ Development agencies</li> <li>■ Media</li> <li>■ Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>■ Policymakers</li> <li>■ Development agencies</li> <li>■ Business associations</li> <li>■ NGOs, think-tanks</li> <li>■ Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>■ Peer businesses</li> <li>■ Government</li> <li>■ Women's groups</li> </ul>



## EXTERNAL COMMUNICATIONS

Effective implementation of family-friendly policies extends beyond internal practices. Companies can amplify their impact through strategic external engagement, creating positive change across the broader ecosystem while strengthening their market position.



# MEASURE SUCCESS AND IMPROVE BY LEARNING



**Robust monitoring and reporting serve three critical purposes for companies implementing family-friendly policies.**

- ▶ **Improves return-on-investments:** Implementing family-friendly policies can require significant resources for offices (e.g., set-up of childcare facilities; and time to design and implement various policies). Effective monitoring and reporting ensures maximum returns through better uptake and implementation.
- ▶ **Supports strategic decision-making:** Data-driven insights enable companies to assess the effectiveness of their policies and make adjustments to meet the needs of employees.
- ▶ **Drives ease of reporting:** Companies may be mandated to report on indicators in line with law or international best standards. Developing robust processes to track these metrics will make it easier for companies to ensure they meet compliance requirements.

IMPLEMENTATION GUIDELINES FOR EFFECTIVE BUSINESS REPORTING:		
ALIGN WITH STRATEGIC GOALS.	MAKE SMART RESOURCE DECISIONS.	BUILD FOR SUSTAINABLE SUCCESS.
<ul style="list-style-type: none"><li>■ Map policy metrics to your strategic objectives and reporting metrics.</li><li>■ Establish baseline data collection system and use existing HR systems where possible to minimise disruption.</li><li>■ Create clear data privacy and protection protocols*.</li><li>■ Address regulatory requirements (for e.g., any mandatory reporting metrics) and align with relevant frameworks (like GRI, ESRS) – if operating in markets with comprehensive requirements.</li></ul>	<ul style="list-style-type: none"><li>■ Track a balanced set of output metrics (e.g., retention rates, productivity).</li><li>■ Track cost-benefit indicators to demonstrate return on investment.</li><li>■ Build capacity gradually (for e.g., start with manual tracking if needed and expand to automated systems as programs mature).</li><li>■ Train relevant staff on data collection and analysis.</li><li>■ Leverage existing management systems.</li></ul>	<ul style="list-style-type: none"><li>■ Establish clear accountability and designate specific roles for data collection and analysis.</li><li>■ Define reporting responsibilities across departments.</li><li>■ Create feedback loops between workers and management.</li><li>■ Build monitoring into standard operating procedures.</li><li>■ Use data to refine policies and implementation.</li></ul>



Whether a small office or a large multinational, companies can make informed decisions by focusing on meaningful metrics and continuously improving implementation through systematic learning.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + Overview of child rights' sub-topics and related European Sustainability Reporting Standards (ESRS) topics: [page 12, UNICEF Reporting on Children's Rights Under the Social Standards](#)
- + Mapping of child benefits and supported SDGs: [page 4, UNICEF Role of Child Benefits in Enabling Family-Friendly Policies to Achieve the Triple Bottom Line](#)

Note: (\*) Please refer to relevant legislation for data privacy and protection in your country. For example, companies collecting data on EU residents may refer to the General Data Protection Regulation (GDPR) and refer to this [link](#) for a summary.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	OUTPUTS	Company has a policy on maternity leave that meets national legal requirements or is at least 14 weeks, whichever is longer. <i>Align with: GRI 401-2(a); FLA ND.8.1</i>	Company has a policy on maternity leave that meets national legal requirements or is at least 18 weeks, whichever is longer, applicable for both permanent and long-term contract employees.	Company has a policy on gender-neutral parental leave that meets national legal requirements or is at least 18 weeks, whichever is longer.
FLEXIBLE WORKING ARRANGEMENTS		Company has a policy on paternity leave that meets suggestion detailed in Step 2.		
BREASTFEEDING SUPPORT		Company has a policy on sick, caregiving and other leaves that meets suggestion detailed in Step 2.		
AFFORDABLE AND QUALITY CHILDCARE	OUTCOMES	Average length of maternity leave (above) actually taken by mothers in the last 12 months. <i>Align with: GRI 401-3, 406</i>		Correlation between policy usage and satisfaction with workforce retention.
PROTECTION OF BASIC LABOUR RIGHTS		Average length of paternity leave (above) actually taken by fathers (or parents) in the last 12 months. <i>Align with: GRI 401-3</i>		Correlation between policy usage and satisfaction with productivity.
		Percentage of employees satisfied with paid leave policies (above).		



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS	<b>OUTPUTS</b> Company has policies on flexible work time & breaks and task assignment, as recommended in Step 2.	Company offers policies on flexible working arrangements to both permanent and contract employees, as suggested in Step 2.	
BREASTFEEDING SUPPORT	<b>OUTCOMES</b> Percentage of employees who have requested flexible working arrangements, per policy.	Correlation between policy usage and satisfaction with absent rate.	
	Percentage of employees satisfied with flexible working policies.	Correlation between policy usage and satisfaction with workforce retention.	
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	<div>Company has a breastfeeding and/or lactation space with quality in accordance with national legal requirements or inclusive of features described in Step 2. <i>Align with: FLA ND.8.1</i></div>		
BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	<div>Company has a policy on breastfeeding and/or lactation breaks equivalent to 1 hour (ILO minimum standard). <i>Align with: FLA ND.8.1</i></div>	<div>Company has a policy on additional breastfeeding and/or lactation breaks based on medical documentation (ILO recommended standard).</div>	<div>Company has policy for emergency extension of break.</div>
		<div>Average length of paid breastfeeding breaks taken by nursing workers per day in last 12 months.</div> <div>Proportion of working mothers with infants under 24 months currently breastfeeding.</div> <div>Proportion of working mothers with children under 24 months who have used employer-provided breastfeeding facilities in the last 12 months.</div> <div>Percentage of working mothers satisfied with the quality, accessibility, and privacy of breastfeeding/lactation spaces.</div>		<div>Correlation between policy usage and satisfaction with rate of mothers with infants under 6 months coming back to work.</div>
<div>Correlation between policy usage and satisfaction with productivity.</div>				
PROTECTION OF BASIC LABOUR RIGHTS				



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
OUTCOMES	Company has a policy on providing safe and accessible childcare facilities for working parents with children under 5 years of age. <i>Align with: FLA HSE.27</i>	Company has more comprehensive policies relating to childcare and child rights as described in Step 2, such as childcare facility with childcare workers and basic amenities, transport support.	
	Company has a policy on providing childcare benefits (i.e., subsidised tuition) to working parents with children under 5 years of age. <i>Align with: GRI 405</i>	Company has more comprehensive policies on financial support for childcare suitable for lower-income workers, parents of children with disabilities, vulnerable workers.	
OUTCOMES	Proportion of working parents with children under 5 years of age who have enrolled in employer-provided childcare.		Correlation between policy usage and satisfaction with workforce retention.
	Proportion of working parents with children under 5 years of age who have received childcare benefits in last 12 months.		Correlation between policy usage and satisfaction with productivity.
	Percentage of working parents satisfied with the childcare benefits.		



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

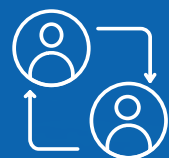
These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
OUTPUTS	Company has a policy that wages and benefits during maternity leave should meet a living wage standard, and be no less than two-thirds basic income.	Company has a policy on equal wage among genders.	Company has other support for employees as described in Step 2, such as financial wellness education, access to tele-health services, mental health services.
	Company has policies guaranteeing job protection (position, pay and seniority) throughout pregnancy and maternity leave. <i>Align with: GRI 401-3</i>	Company has policies on insurance coverage for employees.	Company has a policy on insurance coverage for dependents of employees.
	Company has a policy protecting workers from discrimination on the basis of pregnancy, maternity and family status. <i>Align with: UNGC Principle 6; FLA HOW.15; SA 8000 5.4</i>		Company has a policy on insurance coverage for dependents of employees.
OUTCOMES	Proportion of wages and benefits received by workers on maternity leave relative to basic salaries in last 12 months.		Correlation between policy usage and satisfaction with workforce retention.
	Proportion of workers returning to employment after maternity leave in same or similar position. <i>Align with: GRI 401-3</i>		
	Number of pregnant workers and workers on maternity leave dismissed from employment during the reporting period.		Correlation between policy usage and satisfaction with productivity.
	Number of incidents or complaints received alleging discrimination on the basis of pregnancy, maternity or family status during the reporting period. <i>Align with: GRI 406</i>		



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.





# SERVICE-ORIENTED

# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (1 OF 2)

STEP 1

STEP 2

STEP 3

STEP 4

**Understanding the common landscape of challenges and pitfalls faced by employees in service-oriented workplace settings is crucial for companies to benchmark their performance against peers and identify blind spots.**

Service-oriented settings, including educational institutions, healthcare facilities, retail, and sales, are characterised by direct interaction with people, rigid schedules and high-pressure environments which present unique operational patterns. Women comprise 60% of the retail workforce and over 65% of the healthcare workforce globally, making certain family-friendly policies (e.g., breastfeeding support) more essential.<sup>1</sup>

Service excellence is closely linked to employee wellness. Supported workers are better equipped to provide the focus that quality service demands. Organizations adopting family-friendly policies often see gains in customer satisfaction, patient outcomes, student

achievement, and retail performance, while reducing turnover and ensuring service continuity.

Flexible work arrangements and equitable access to benefits are critical for service-oriented workplaces. While flexible scheduling, such as shift-swapping and staggered hours, empowers employees to balance caregiving and work without operational disruptions, equitable access to healthcare support, including mental health services and affordable dependent care, ensures part-time, hourly, and temporary staff are not excluded, boosting retention and fostering inclusivity across the workforce.

## KEY CONSIDERATIONS

### ► Nature of operations

#### Schedule inflexibility and customer-facing requirements

- Service-oriented businesses often operate on fixed schedules dictated by customer needs (e.g., fixed class times in schools, patient appointment schedules in healthcare, peak shopping hours in retail). This complicates flexible working arrangements and regular breaks for caregiving needs. For instance, teachers cannot easily take breaks during class hours, and healthcare workers must maintain continuous patient care coverage.
- While challenging, organizations have successfully implemented innovative solutions like job-sharing arrangements and staggered shifts that maintain service quality while supporting work-life balance.

#### Emotional labour and high-pressure environments

- Service roles can demand significant emotional labour and constant interpersonal interaction, which can be particularly challenging for workers with caregiving responsibilities. For instance, healthcare workers face intense emotional situations, teachers manage complex classroom dynamics, and retail workers handle demanding customers while maintaining professional composure.
- Organizations that provide adequate support systems, including mental health resources and sufficient recovery time, witness improved workforce stability and service quality.

Source: (1) Abdullah Mohammed Mahdi Ahmed et al., [Retail Sector: A Progressive for Women](#), 2022; (2) ILO, WHO, [The Gender Pay Gap in the Health And Care Sector](#), 2022; Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF COMMON CHALLENGES AND PITFALLS (2 OF 2)



## KEY CONSIDERATIONS *(continued)*

### ▶ Workforce composition and needs

#### Diversity in employment contracts

- Service-based organizations typically maintain a mix of full-time, part-time, and temporary staff to manage variable demand. Educational institutions often employ a combination of permanent faculty and adjunct instructors, while retail businesses scale their workforce seasonally. This diversity in employment status can create disparities in access to family-friendly benefits, as part-time or temporary workers may not qualify for standard benefits packages. Unstable contracts, coupled with low pay for low-skilled roles in some segments can leave workers struggling to afford childcare.
- Progressive organizations have found ways to extend proportional benefits to all staff categories, recognising that support for work-life balance is crucial regardless of employment status.

#### Gender distribution and caregiving responsibilities:

- Service sectors, particularly healthcare and education, have a high proportion of females in their workforces, who may often carry primary caregiving responsibilities. This demographic reality makes family-friendly policies (e.g., especially breastfeeding support) crucial for workforce retention and wellbeing.

### ▶ Access to amenities

#### Urban-suburban differences

- Unlike the concentrated nature of industrial zones, service-oriented businesses operate across varied locations - from urban centres to suburban areas. This geographical spread creates disparate access to support services. Urban locations might offer better childcare options but face higher costs, while suburban locations might have limited childcare availability but more affordable options. Healthcare facilities in particular face challenges as they often operate in various locations with different levels of supporting infrastructure.

#### Infrastructure constraints

- Many service establishments, especially in retail and education, operate in buildings or spaces that were not originally designed with family-friendly facilities in mind. Finding space for lactation rooms in older school buildings or creating childcare facilities in shopping centres presents unique architectural and safety challenges.
- Organizations have addressed these constraints through creative solutions like shared facilities between nearby businesses or partnerships with local childcare providers.



With people-focused roles, rigid schedules, and high-pressure environments, service-oriented workplaces face unique challenges in balancing employee well-being, operational efficiency, and equitable access to support systems.

Source: Expert stakeholder interviews.

# BUILD AN UNDERSTANDING OF CHALLENGES AND PITFALLS SPECIFIC TO YOUR COMPANY

STEP 1

STEP 2

STEP 3

STEP 4



To effectively implement family-friendly policies in service-oriented workplaces, it's essential to tailor strategies to your company's specific circumstances.

Companies must assess their specific situation through three lenses: employee needs, industry benchmarks and business objectives.

## ASSESS EMPLOYEE NEEDS

Identify family-related challenges and priorities of workers to inform relevant and impactful policies by:

- **Conducting employee surveys:** Use targeted questions to uncover nuanced employee needs across different family-friendly policies
- **Holding focus groups:** Create safe spaces for workers to share their experiences and concerns.
- **Analysing feedback by demographics:** Disaggregate responses by gender, age, and marital status to identify specific trends.

Communicate early and consistently about how employee feedback informs policy design.

### RESOURCES

- + Consider collaborating with external professional associations for the needs assessment.
- + [Page 37: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)
- + See [Annex](#) for a sample version of a short employee survey, to be customised to your own needs

## BENCHMARK ECOSYSTEM AND INDUSTRY STANDARDS

Evaluate your practices against the ecosystem and industry standards and identify gaps for improvement by:

- **Researching industry practices:** Use publicly available resources to benchmark your organization's policies against regional standards or peers with similar size, revenue and workforce composition.
- **Assessing legal compliance and state of ecosystem:** Review local labour laws on maternity leave, breastfeeding breaks, and childcare provisions; and country-specific factors, like availability of care, cultural norms and infrastructure.

### RESOURCES

- + Refer to the list of questions in the [Annex](#) to assess the state of ecosystem: (1) community resources, (2) social and cultural norms and (3) physical and digital infrastructure
- + [Page 44: UNICEF East Asia and Pacific Regional Office \(2020\), Family-Friendly Policies: Handbook for Businesses](#)

## ALIGN POLICIES WITH BUSINESS GOALS

Connect implementation to organizational objectives such as retention, productivity, and compliance by:

- **Aligning policies with your company's strategic goals:** Map out how implementing specific policies leads to desired business outcomes.
- **Setting Key Performance Indicators (KPIs):** Establish metrics to monitor the impact of specific policies on business performance.
- **Determining tangible benefits:** Use data and success stories to demonstrate the return on investment and tangible benefits of family-friendly policies.

### RESOURCES

- + [Page 72: IFC, Tackling Childcare: A Guide For Employer-supported Childcare \(2019\)](#)
- + [Page 80: UNFPA \(2023\), Family Friendly Workplace Model](#)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**This toolkit covers five policy areas that support workers throughout their parenting journey, from pregnancy to their children's early development.**

In service-oriented settings, these policies require specific considerations due to the unique nature of customer-facing environments:



In service-oriented workplaces, thoughtfully designed family-friendly policies promote service excellence and improve quality of work.

## PAID LEAVE

- Job protected paid leave of absence for working women and men, typically starting just before the time of childbirth (or adoption in some countries).
- Includes paid maternity leave, paid paternity leave, and parental leave.

- Paid leaves must be carefully coordinated to ensure continuity of service delivery. For instance, teachers require qualified substitutes to minimise disruption to student learning.

## FLEXIBLE WORKING ARRANGEMENTS

- Provides employees flexibility to better balance work and personal responsibilities.
- Includes options such as staggered shifts, compressed workweeks, part-time arrangements, and, where feasible, remote work for administrative roles.

- Flexible arrangements must be thoughtfully designed around customer needs. For instance, retail operations can develop predictive scheduling to balance customer demand.

## BREASTFEEDING SUPPORT

- Includes remunerated breastfeeding, lactation breaks during working hours and dedicated breastfeeding spaces.
- Facilities such as lactation rooms should ensure privacy, hygiene, and accessibility during shifts.

- Breastfeeding support would need to accommodate fixed schedules, such as ensuring breaks are explicitly scheduled into shifts.

## AFFORDABLE AND QUALITY CHILDCARE

- Ensures access to affordable childcare services, including before- and after-school care.
- Can include partnerships with local childcare providers or on-site childcare facilities.
- Supports working parents, reduces absenteeism, and enhances productivity.

- Childcare support must align with non-standard working hours (e.g., 24/7 hours for a hospital); potential for community-based solutions\* as service-oriented workplaces are located close to residential areas.

## PROTECTION OF BASIC LABOUR RIGHTS

- Includes benefits like child grants, insurance schemes, and access to health services.
- Facilitate access to national social security schemes, e.g., pensions.
- Ensures basic financial stability for workers and their families.

- For service workers, particularly those in part-time or variable-hour positions, access to comprehensive benefits is crucial.



**THE FOLLOWING SECTIONS CONTAIN DETAILED GUIDANCE FOR IMPLEMENTING EACH OF THESE FIVE POLICY AREAS, WITH SPECIFIC RECOMMENDATIONS TAILORED TO YOUR COMPANY'S MATURITY LEVEL, PRACTICAL EXAMPLES AND CASE STUDIES OF SUCCESSFUL IMPLEMENTATION, AND BEST PRACTICES FOR EFFECTIVE ADOPTION.**



Note: \*Relates to childcare centres managed by members of the community, including parents, guardians and caregivers. Source: UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.


These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	PROTECTION OF BASIC LABOUR RIGHTS	FOUNDATIONAL	INTERMEDIATE	ADVANCED
					FOR FULL-TIME EMPLOYEES		
					Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
					MATERNITY LEAVE		
					PATERNITY LEAVE		
					<ul style="list-style-type: none"><li>■ Provide at least 14 weeks paid leave (ILO minimum standard)<sup>1</sup>, even in locations without legal requirements.</li><li>■ Ensure job protection and return-to-work guarantee.</li></ul>	<ul style="list-style-type: none"><li>■ Extend paid leave duration to at least 18 weeks (ILO recommended standard).<sup>2</sup></li><li>■ Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li></ul>	<ul style="list-style-type: none"><li>■ Provide gender-neutral policies, e.g., 18 weeks or more of paid leave for both primary and non-primary caregivers.</li><li>■ Include special provisions for multiple births or complications.</li><li>■ Special leave policies: Introduce policies for adoption leaves and childbirth leave for surrogates.</li></ul>



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

-  **RELEVANT STANDARDS**
  - + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): ND.8, ND.7, ND.8
  - + [GRI Reporting Standards 401 and 406](#)
-  **TOOLS**
  - + [Policy Repository by World Policy Analysis Centre](#)
-  **SOURCE**
  - + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000
  - + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000
  - + WHO, [The case for paid sick leave](#), 2010
  - + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019

(continued on next page)



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

  
While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

PAID LEAVE FLEXIBLE WORKING ARRANGEMENTS BREASTFEEDING SUPPORT AFFORDABLE AND QUALITY CHILDCARE PROTECTION OF BASIC LABOUR RIGHTS	FOR FULL-TIME EMPLOYEES		
	FOUNDATIONAL	INTERMEDIATE	ADVANCED
	<b>PAID LEAVE</b> Companies can begin with minimum leave policies required by law or ILO standards and gradually extend paid leave duration, expand coverage to more workers, and increase flexibility of leave terms. Compensation during paid leave should, at a minimum, comply with local regulations.		
	<b>OTHER LEAVES</b>	<b>Sick leave:</b> Offer paid sick leave meeting local standards or up to 10 days annually including to attend medical appointments.	<b>Sick leave:</b> Allow use of sick leave for IVF, and conversion of unused leave to caregiving leave or to roll over into future years.
		<b>Caregiving leave:</b> Introduce 5-10 days annual caregiving leave for dependents (e.g., children or elderly parents).  Offer leave extensions for children with disabilities or special needs.	<b>Special leave policies:</b> Introduce policies for bereavement and consider sabbatical options for long-term caregiving.  Offer leave pooling to support employees with additional leave needs (e.g., due to caregiving).

(continued on next page)

## PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	PROTECTION OF BASIC LABOUR RIGHTS	FOUNDATIONAL	INTERMEDIATE	ADVANCED
					FOR NON-FULL-TIME (PART-TIME, TEMPORARY, AND CONTRACT) EMPLOYEES		
					While informal workers often lack paid leave by law, companies can start with a return-to-work guarantee, gradually align with ILO standards, and aim for equal policies with formal employees.		
MATERNITY LEAVE					<ul style="list-style-type: none"><li>■ Ensure return-to-work guarantee with same or equivalent position.</li></ul>	<ul style="list-style-type: none"><li>■ Offer 14-18 weeks of paid leave (ILO standard)<sup>1</sup> to informal workers, even in locations without legal requirements - based on length of service.</li><li>■ Include pre-birth leave flexibility for physically demanding roles and offer gradual return-to-work options with modified duties.</li></ul>	<ul style="list-style-type: none"><li>■ Offer equal leave policies regardless of employment status to all long-term contract employees.</li><li>■ Provide gender-neutral policies, e.g., 18 weeks or more of paid leave for both primary and non-primary caregivers.</li><li>■ Include special provisions for multiple births or complications.</li><li>■ Special leave policies: Introduce policies for adoption leaves and childbirth leave for surrogates.</li></ul>
PATERNITY LEAVE					<ul style="list-style-type: none"><li>■ Provide 2-4 weeks of paid leave to fathers or non-primary caregivers.</li></ul>		

(continued on next page)

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	BREASTFEEDING SUPPORT	AFFORDABLE AND QUALITY CHILDCARE	PROTECTION OF BASIC LABOUR RIGHTS	OTHER LEAVE	FOUNDATIONAL	INTERMEDIATE	ADVANCED
						FOR NON-FULL-TIME (PART-TIME, TEMPORARY, AND CONTRACT) EMPLOYEES		
						<ul style="list-style-type: none"><li>■ <b>Sick leave:</b> Offer paid sick leave based on the criticality of the role and public health requirements - meeting local standards or up to 10 days annually including to attend medical appointments; And offer prorated paid sick leave based on average hours worked meeting local standards for less critical customer-facing roles.</li><li>■ <b>Caregiving leave:</b> Provide unpaid leave options for childcare emergencies.</li></ul>	<ul style="list-style-type: none"><li>■ <b>Caregiving leave:</b> Introduce 5-10 days annual caregiving leave for all caregivers (e.g., children or elderly parents).</li><li>■ Offer leave extensions for children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>■ <b>Sick leave:</b> Allow use of sick leave for IVF, and conversion of unused leave to caregiving leave or to roll over into future years.</li><li>■ <b>Special leave policies:</b> Introduce policies for bereavement and consider sabbatical options for long-term caregiving.</li></ul>



IT MEANS THE WORLD TO ME BECAUSE I KNOW IF SOMETHING HAPPENS, I CAN STILL AFFORD TO PAY MY BILLS, BUT I CAN ALSO TAKE CARE OF MY MOM THE WAY THAT I NEED TO AND BE THERE FOR MY BABY. IT IS LITERALLY THE GIFT OF TIME – AND THERE'S NO PRICE YOU CAN PUT ON THAT.

– A retail store worker



## CASE STUDY

# GLOBAL PAID LEAVE PROGRAM

## LEVI STRAUSS & CO.

In 2020, Levi Strauss & Co. introduced a global paid family leave program, for hourly and salaried U.S. benefits eligible employees across to its entire supply chain – including retail stores, offering up to 8 weeks of paid leave for childbirth, adoption, or caregiving for critically ill family members.

**This policy significantly improved worker satisfaction and loyalty, reduced turnover rates, and enhanced productivity,** as employees returned more engaged and motivated. By addressing caregiving needs for both men and women, the program also fostered gender equity and strengthened Levi Strauss' reputation in the market as an ethical employer.

Source: Levi Strauss & Co., [The Personal Impact of Paid Family Leave](#), 2020.

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

**Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.**

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
FLEXIBLE WORK TIME & BREAKS	<b>Companies can introduce flexibility in work hours and breaks where tasks allow and gradually transition from a time-based system to an outcome-based approach; policies should be accessible to workers in both formal and informal employment.</b>		
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
TASK ASSIGNMENT	<b>Companies can start small by allowing short-term task switching and gradually progress to long-term task change solutions; policies should apply equally to both formal and informal workers.</b>		
	<ul style="list-style-type: none"> <li>Allocate day shifts for parents (vs. night shifts) to align with childcare hours.</li> <li>Provide for flexible start and/or end times to accommodate individual worker's health and care situations.</li> <li>Offer flexible break duration and timing subject to approval.</li> <li>Create transparent shift-swapping protocols with supervisor oversight.</li> </ul>	<ul style="list-style-type: none"> <li>Allow flexible shift duration (longer or shorter).</li> <li>Offer compressed work weeks (e.g., 40-hour work week in 4 days compared to 5 days), coupled with option to bank days off to be used as extended leave (for migrant workers).</li> <li>Create hybrid options for non-customer-facing work and establish clear protocols for remote work eligibility.</li> </ul>	<ul style="list-style-type: none"> <li>Offer phased return-to-work schedules for all parents.</li> </ul>
	<ul style="list-style-type: none"> <li>Create job-sharing opportunities for compatible roles to accommodate individual worker's personal needs.</li> </ul>	<ul style="list-style-type: none"> <li>Offer long-term solutions to switch tasks to accommodate individual worker's personal needs.</li> </ul>	

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

Specific guidance for implementing flexible working in service sectors are still in nascent stages, with broader guidance on flexible working arrangements across sectors.

- + [Workflex in retail, service and hospitality](#)
- + [UNICEF Guidance for employers on flexible work arrangements](#)




### SOURCE

- + ILO, UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.
- + ANA, [Addressing Nurse Fatigue to Promote Safety and Health](#), 2014.





 **WORKING IN AN EMERGENCY UNIT IS VERY STIMULATING AND ONE IS ALWAYS LEARNING SOMETHING NEW, BUT IT CAN ALSO BECOME PHYSICALLY AND EMOTIONALLY DRAINING IF IT IS DONE FULL-TIME. DOING SESSIONAL WORK HELPS TO PREVENT BURNOUT, THEREFORE MAKING IT MORE SUSTAINABLE TO DO LONG-TERM.**

*– Sessional Medical Officer from the hospital*

© UNICEF/UNI483835/Vigné; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# FLEXIBLE WORKING FOR HEALTH WORKERS IN SOUTH AFRICA

## GEORGE HOSPITAL

George Hospital, a regional training facility in rural South Africa, faced challenges with physician burnout and retention due to demanding work schedules. In response, the hospital introduced flexible work options by converting some full-time medical officer positions into part-time roles, accommodating doctors seeking better work-life balance, particularly after maternity leave or experiencing burnout.

**This initiative led to increased stability and continuity within the healthcare team.** The hospital cultivated a group of young professionals who, with enhanced emotional resilience, provided empathetic patient care and contributed to training efforts. By reducing working hours and offering flexible employment options, George Hospital effectively promoted physician well-being, resulting in improved staff retention and a more robust healthcare service.

*Source: Schaefer Rachel, [Retaining doctors and reducing burnout through a flexible work initiative in a rural South African training hospital](#), 2021.*



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
BREASTFEEDING FACILITIES	Companies can start with basic designated spaces that ensure privacy and gradually enhance facilities to support different work schedules and service delivery patterns.		
LACTATION BREAKS	Companies can start with paid lactation breaks aligned with ILO standards and progressively develop flexible systems that support both operational needs and employee preferences.		
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

- + [U.S. Department of Health and Human Services: Office on Women's Health \(OASH\)](#)
- + [Fair Labor Association \(FLA\) Compliance Benchmarks: ND.8.1](#)
- + [FLSA Protections to Pump at Work](#)

### TOOLS

- + [Policy Repository by World Policy Analysis Centre](#)

### SOURCE

- + ILO, [Maternity Protection Convention \(No. 183\)](#), 2000.
- + ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000.
- + ILO, UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019.



While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.



© UNICEF/UNI161665/Ferguson; Photograph not related to the testimonial to preserve anonymity



#### CASE STUDY

## BREASTFEEDING SPACES IN PHILIPPINES' MALLS

### SM, AYALA, IKEA, SHANGRI-LA PLAZA

**Leading malls in the Philippines**, including SM malls, Ayala malls, IKEA Mall of Asia, and Shangri-La Plaza, **support breastfeeding mothers with thoughtfully designed nursing spaces.**

Common features across these facilities include comfortable seating, electrical outlets for breast pumps, diaper-changing stations, and sinks, all strategically located near restrooms or family areas to ensure convenience and accessibility. Some malls even go beyond the basics, such as Ayala Malls offering play zones for children, IKEA equipping the space with toys and tot-sized table sets, and Shangri-La Plaza providing refrigerators for milk storage.

Source: Globe, [Breastfeeding Awareness Month: Top Malls with Nursing Stations Moms Love](#), 2024

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).


	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	IF EXTERNAL CHILDCARE FACILITIES ARE LIMITED/NOT AVAILABLE:		
FLEXIBLE WORKING ARRANGEMENTS			
CHILDCARE FACILITIES	Companies can begin with collaborative childcare solutions that align with service schedules and gradually develop comprehensive on-site facilities that accommodate diverse workforce needs if there is adequate and sustainable financial resources.		
BREASTFEEDING SUPPORT	INFRASTRUCTURE		
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<ul style="list-style-type: none"><li>■ Partner with nearby service organizations to establish shared or community-based childcare facilities (e.g., within medical complexes, educational campuses, or retail centres).</li><li>+ Ensure facilities meet basic safety standards and emergency protocols and ensure nutrition needs.</li><li>■ If existing transport infrastructure is not child-friendly, offer transportation to and from childcare.</li></ul>	<ul style="list-style-type: none"><li>■ Develop dedicated on-site childcare centre with qualified staff and age-appropriate spaces.</li><li>■ Ensure adherence to health and safety protocols aligned with local standards.</li><li>■ Provide specialised support for children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>■ Develop comprehensive childcare centres with specialised programs for different age groups.</li><li>+ Maintain a low ratio of childcare workers to children (e.g., 1:5).</li><li>+ Create dedicated spaces for children with special needs.</li><li>+ Provide appropriate meals for children, ensuring nutritional needs.</li><li>■ Offer facilities for children of migrant workers (for e.g., introducing language classes, summer programs).</li></ul>

 Businesses should also advocate with and engage governments closely in driving childcare support, recognising the supporting role that they play in the care ecosystem.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

-  **RELEVANT STANDARDS**
- + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): HSE.27
  - + [Minimum Standards for Child Protection in Humanitarian Action](#): Standard 23, 24, 25

-  **TOOLS**
- + Guidance and considerations for employer-supported childcare: Page 42, [UNICEF Business case for employer-supported childcare](#)
  - + [IFC's Guide For Employer-Supported Childcare](#)
  - + [Policy Repository by World Policy Analysis Centre](#)

-  **SOURCE**
- + UNICEF, [Business case for employer-supported childcare](#), 2021
  - + Alliance for Child Protection in Humanitarian Action, [Minimum Standards for Child Protection in Humanitarian Action](#), 2019

(continued on next page)

# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES




Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

  
While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
OPERATIONAL MANAGEMENT	<ul style="list-style-type: none"><li>Align childcare hours with core service schedules.</li><li>Establish clear emergency protocols.</li></ul>	<ul style="list-style-type: none"><li>Extend operating hours to cover standard shifts.</li><li>Establish basic child drop-off and pickup procedures.</li></ul>	<ul style="list-style-type: none"><li>Provide 24/7 childcare coverage to accommodate all shifts.</li><li>Offer backup care options for emergencies.</li></ul>
BREASTFEEDING SUPPORT	IF EXTERNAL CHILDCARE FACILITIES ARE AVAILABLE AND EASILY ACCESSIBLE:		
FINANCIAL SUPPORT	Companies can start with basic financial assistance and gradually develop comprehensive benefit packages that address diverse workforce needs across service roles.		
AFFORDABLE AND QUALITY CHILDCARE	<ul style="list-style-type: none"><li>Provide monthly childcare stipends scaled to employee work schedules (full-time, part-time, variable hours).</li><li>Assist workers in accessing available government support for childcare or partner with quality providers for discounted rate for workers.</li></ul>	<ul style="list-style-type: none"><li>Offer sliding scale fee structure based on worker income levels and additional support for single parents, low-income workers and parents of children with disabilities.</li></ul>	<ul style="list-style-type: none"><li>Implement comprehensive childcare benefit packages (incl. offering full subsidies to vulnerable workers).</li><li>Include coverage for specialised care needs.</li></ul>
PROTECTION OF BASIC LABOUR RIGHTS	<ul style="list-style-type: none"><li>Create a resource guide for local childcare options that accommodate service schedules.</li></ul>		



 **RUNNING THE CRÈCHE AS A PRIVATE-PUBLIC PARTNERSHIP IS MUCH EASIER: IF SCHÖN KLINIK HAD DECIDED TO RUN THE FACILITY ITSELF, IT WOULD HAVE BEEN VERY COMPLICATED GIVEN ALL THE REGULATION OF CHILDCARE CENTRES.**

*– Director of the crèche*

© UNICEF/UN0292170/Sokol; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# CHILDCARE SUPPORT PARTNERSHIP IN GERMANY

## SCHÖN KLINIK

Schön Klinik, a private hospital group in Germany, introduced childcare facilities as part of its efforts to support employees with young children. The initiative began when the CEO recognised the challenges faced by employees in managing childcare during early and late shifts.

In 2014, a private-public partnership resulted in the establishment of an on-site childcare centre in the Neustadt location, offering spaces for children as young as two months. This partnership involved Schön Klinik providing land and funding for part of the facility's construction, with the city government subsidising operational costs.

**Employees benefited from guaranteed spots, flexible schedules, and reduced stress associated with balancing work and family life.** By facilitating access to reliable childcare, Schön Klinik successfully improved staff retention, productivity, and its reputation as a supportive employer in a competitive labour market.

Source: IFC, [Tackling Childcare The Business Case For Employer-Supported Childcare](#), 2017.



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<div>WAGE PROTECTION</div> <div>Companies can begin with basic wage compliance and gradually develop comprehensive compensation systems that recognise the unique demands of service roles.</div>		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
	<ul style="list-style-type: none"><li>■ Ensure all workers (incl. contractual staff ) are paid at least the legal minimum wage on time.</li><li>■ Provide clear documentation of earnings and benefits, including service charges and tips where applicable.</li><li>■ Implement basic grievance redressal mechanisms for wage disputes.</li><li>■ Ensure non-discrimination of wages, regardless of gender, residential and/ or family status.</li></ul>	<ul style="list-style-type: none"><li>■ Ensure all workers (incl. contractual staff) are paid at least a living wage* on time.</li><li>■ Monitor and address gender-based or other wage disparities to promote equitable pay structures.</li><li>■ Provide the option of on-demand pay, allowing workers to access earned wages before payday.</li><li>■ Include policies addressing unique caregiving requirements, like allowances for parents of children with disabilities or special needs.</li></ul>	<ul style="list-style-type: none"><li>■ Implement comprehensive financial wellness programs like education savings support for workers’ children.</li></ul>

Note: (\*) [Living wage](#) is a level of pay that gives workers and their families a decent standard of living

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

#### Mental health and nutrition

- + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): ND.12, HSE.11, HSE.12

#### Wages and working hours

- + [Fair Labor Association \(FLA\) Compliance Benchmarks](#): ND.3, C.1 to C.25

### SOURCE

- + UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
- + UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021

(continued on next page)



# PLANNING AND DEVELOPING FAMILY-FRIENDLY POLICIES



Based on the outcome of the self-diagnostic assessment, consider these policy recommendations.

These recommendations are suggestive, not prescriptive, and based on industry best practices and expert insights. Please defer to higher legal requirements (if any apply to your company context).

  
While we offer stage-based recommendations we encourage you to adopt policies that fit your context—any step, no matter how small, can drive meaningful change.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	<b>HEALTH, SAFETY INSURANCE</b>  Companies can start with basic health protections and progressively develop comprehensive coverage addressing service-specific risks.		
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS	<b>HEALTH AND SAFETY INSURANCE</b> <ul style="list-style-type: none"><li>■ Ensure access to first aid and basic medical facilities.</li><li>■ Provide occupational health support for service-related stress.</li><li>■ Ensure zero-tolerance policy to gender-based violence.</li></ul>	<b>HEALTH AND SAFETY INSURANCE</b> <ul style="list-style-type: none"><li>■ Ensure access to basic health insurance (according to government schemes) for all workers.</li><li>■ Support access to mental health services.</li></ul>	<b>HEALTH AND SAFETY INSURANCE</b> <ul style="list-style-type: none"><li>■ Offer comprehensive health insurance, including for dependents, covering maternity-related expenses and IVF.</li><li>■ Offer telehealth services.</li><li>■ Extend healthcare subsidies to workers' children with disabilities.</li><li>■ Offer allowances for regular health check-ups.</li></ul>
	<b>OTHER INSURANCE</b> <ul style="list-style-type: none"><li>■ Offer workplace accident insurance coverage.</li><li>■ Offer liability insurance for service-related risks.</li></ul>	<b>OTHER INSURANCE</b> <ul style="list-style-type: none"><li>■ Ensure access to basic life insurance for all workers.</li><li>■ Establish an employer-managed emergency assistance fund for unforeseen events.</li></ul>	<b>OTHER INSURANCE</b> <ul style="list-style-type: none"><li>■ Offer comprehensive insurance, including for families and covering disability.</li><li>■ Include specialised coverage for diverse family structures.</li><li>■ Provide international coverage for migrant workers.</li></ul>



**EMPLOYERS KNOW THAT PAY IS CRITICAL AND  
MUST BE COMPETITIVE AND KEEP PACE WITH THE  
RISING COST OF LIVING.**

*– Vice President at a compensation focused data collection company*

© UNICEF/UN0344215/Onat; Photograph not related to the testimonial to preserve anonymity



## CASE STUDY

# COMPETITIVE WAGES FOR RETAIL WORKERS IN THE AMERICAS

## COSTCO

In July 2024, Costco announced a \$1 per hour wage increase for its hourly employees in the U.S., Puerto Rico, and Canada. This adjustment raised the starting wage for roles such as service assistants, service clerks, and meat cutters to \$19.50 per hour, marking the second wage increase that year.

Costco's commitment to competitive compensation is evident in its average hourly wage, which, as of September 2024, stood "just north" of \$30 per hour, surpassing the U.S. retail industry's average of \$24.57.

**This strategy has contributed to low employee turnover and high internal promotion rates**, with 85% of newly promoted warehouse managers in fiscal 2024 having started as hourly workers. By consistently enhancing employee wages, Costco not only supports its workforce but also strengthens its operational efficiency and customer satisfaction, reinforcing its position as a leader in the retail industry.

Source: SHRM, [Costco Boosting Pay for Hourly Workers](#), 2024.

# IMPLEMENTING FAMILY-FRIENDLY POLICIES

STEP 1

STEP 2

STEP 3

STEP 4

Three implementation drivers are crucial to translate family-friendly policies from intent into meaningful practices.



Effective implementation of family-friendly policies depends on company-wide engagement of employees, management and other stakeholders.

## INTERNAL COMMUNICATIONS

Beyond designing suitable family-friendly policies, the HR department should actively engage internal stakeholders, including management and employee – through training and internal communication to boost the implementation and uptake of the policies.

## EFFECTIVE IMPLEMENTATION

## ESG/EXTERNAL COMMUNICATIONS

Businesses can maximise the impact of family-friendly policies and instil ecosystem changes by engaging external stakeholders (like investors, regulators, supply chain partners, and public), through transparent reporting, strategic communication, and collaborative partnerships.

## SYSTEMS AND PROCESSES

The HR department should solicit support from the larger corporate operations (and other necessary departments) to propose appropriate process improvements and technology enhancements – that streamline the integration of the new/revised set of policies with the organization's business operations.

# GENERATING SUPPORT AND PROMOTING UPTAKE



Effectively implementing family-friendly policies in service-oriented settings requires clear, inclusive, and strategic communication to ensure awareness and alignment across all levels of stakeholders.

Successful implementation of the policies depends on understanding and addressing the unique perspectives, concerns, and needs of each stakeholder group; A thoughtful communication strategy that considers several distinct viewpoints is essential for driving meaningful adoption and ensuring sustainable impact.

WHO ARE THE KEY STAKEHOLDERS, AND WHAT ARE THEIR CONCERNS?		
<div><b>FRONTLINE SERVICE WORKERS</b></div> <ul style="list-style-type: none"><li>■ Experience pressure in balancing customer/ patient/student needs with personal family responsibilities due to the client-facing nature of their roles.</li><li>■ Concerned about coverage during family-related absences, particularly in roles requiring continuous presence like patient care or classroom teaching.</li><li>■ Face unique challenges with rigid scheduling in environments that operate extended hours or require 24/7 staffing.</li><li>■ Need assurance that using family-friendly policies won't negatively affect performance evaluations or career advancement.</li></ul>	<div><b>MANAGERS/TEAM LEADERS</b></div> <ul style="list-style-type: none"><li>■ Must balance consistent service quality and coverage while accommodating staff's needs.</li><li>■ Particularly challenged during peak service periods (e.g., holiday retail season, flu season in healthcare, examination periods in schools).</li><li>■ Responsible for managing complex scheduling requirements while ensuring adequate staff-to-client ratios.</li><li>■ Need clear protocols for managing last-minute family emergencies without compromising service delivery.</li><li>■ Concerned about maintaining team morale and fairness when implementing flexible arrangements.</li></ul>	<div><b>DECISION MAKERS/TOP MANAGEMENT</b></div> <ul style="list-style-type: none"><li>■ Once they are committed to implementing family-friendly policies, they need ongoing communication focused on successful implementation and integration of these policies into daily operations and fostering a meaningful culture shift.</li><li>■ Primary focus is on ensuring smooth policy rollout without compromising service standards or organizational efficiency.</li><li>■ Require regular updates on implementation progress, challenges encountered, and solutions developed.</li><li>■ Focused on financial feasibility, resource allocation, and operational efficiency.</li></ul>



## INTERNAL COMMUNICATIONS

By aligning their internal communications with the concerns of key stakeholders, companies can create a sustainable pathway for adoption of family-friendly policies, ensuring that worker well-being and business success go hand in hand.

Source: UNFPA, [The Family-Friendly Workplace Model](#), 2023.

# GENERATING SUPPORT AND PROMOTING UPTAKE

STEP 1

STEP 2

STEP 3

STEP 4

**Clear communication pathways create sustainable adoption while fostering a supportive workplace culture.**

Such communication should ensure that they are designed to reach all genders, including men. Engaging men as allies and champions is crucial for driving uptake and implementation of family-friendly policies and promoting shared responsibility for caregiving.

	OBJECTIVE	KEY MESSAGES	MODE OF COMMUNICATION
FRONTLINE SERVICE WORKERS	Ensure workers understand their family-friendly policy entitlements and feel confident accessing them without fear of negative impact to their employment or progression.	<ul style="list-style-type: none"> <li>■ 'Availing these policies will not affect your job security or growth opportunities'.</li> <li>■ 'Clear procedures exist to help you balance work with family needs'.</li> <li>■ 'Your managers or leaders are also using these policies'.</li> <li>■ 'Using these policies helps you deliver better service by maintaining your own well-being'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Boards in staff areas with regularly updated policy information</li> <li>■ Policy guides integrated into service delivery handbooks</li> <li>■ Regular team huddles/shift briefings</li> <li>■ Mobile app notifications for those with variable schedules</li> </ul>
MANAGERS/TEAM LEADERS	Build capability and confidence in implementing family-friendly policies while maintaining service excellence and operational efficiency.	<ul style="list-style-type: none"> <li>■ 'Effective policy management improves team productivity and retention'.</li> <li>■ 'Clear protocols exist for managing leave arrangements and shift coverage'.</li> <li>■ 'Your role is crucial in creating a supportive environment for policy use'.</li> <li>■ 'You should act as role models to encourage uptake of family-friendly policies'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Detailed implementation guides</li> <li>■ Regular management briefings</li> <li>■ Hands-on training workshops</li> </ul>
DECISION MAKERS/ TOP MANAGEMENT	Maintain engagement and support for implementation while demonstrating successful integration with service operations.	<ul style="list-style-type: none"> <li>■ 'Family-friendly policies are crucial for long-term business sustainability and deliver measurable return through improved retention and productivity'.</li> <li>■ 'Effective implementation strengthens our market position and enhances our reputation with investors, and clients'.</li> <li>■ 'Clear systems exist to manage costs'.</li> </ul>	<ul style="list-style-type: none"> <li>■ Monthly implementation progress dashboards</li> <li>■ Service quality and staff satisfaction trend reports</li> <li>■ Quarterly implementation milestone updates</li> </ul>



## INTERNAL COMMUNICATIONS

A successful communication strategy ensures buy-in from leadership, middle managers' active involvement and employees' understanding of available family-friendly policies and trust in their fair and equitable application.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?

### RELEVANT STANDARDS

+ [UNFPA \(2023\), Family Friendly Workplace Model: Page 131](#)

# INTEGRATE WITH BUSINESS OPERATIONS

STEP 1

STEP 2

STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

## SIMPLE RECORD-KEEPING SYSTEM

- Build on existing systems, like standard spreadsheets or existing software to introduce simple record-keeping mechanisms for policy uptake – This helps teams transition smoothly while keeping things simple.
- Adapt current HR paperwork and forms to include family-friendly policy elements, focusing on clear, easy-to-follow processes that work within existing workflows.
- Begin with small-scale trials of low-cost process changes in one department or shift, using current scheduling tools to test what works best for both staff and service delivery.

## SCALED-UP AND STANDARDISED SYSTEM

- Build upon your existing HR systems to include family-friendly policy tracking, automated notifications for approvals and other policy related metrics.
- Collaborate with operational teams to introduce flexible working models (e.g., part-time roles, split shifts) without hampering productivity.
- Create regular opportunities for staff feedback via existing channels like team meetings or employee surveys, and use insights to refine implementation.
- Work with department heads to recognise and reward managers who effectively support policy implementation, making it part of regular performance reviews and team success metrics.

## FULLY INTEGRATED, DATA-DRIVEN SYSTEM

- Implement enterprise-level solutions (e.g., ERP systems) to seamlessly integrate family-friendly policy tracking with broader business processes (e.g., productivity metrics, financial KPIs).
- Analyse workforce trends (e.g., absenteeism due to childcare issues) and proactively design interventions.
- Establish dedicated committees or task forces to drive continuous improvement in policy related initiatives.
- Create a network of 'policy champions' across departments who can share best practices and support implementation.

## DEPARTMENTS TO BE ENGAGED

- **HR:** Adapting existing forms and tracking processes.
- **Operations:** Incorporating policy considerations into current scheduling practices.
- **Finance:** Working within existing budgets to support implementation.

- **HR:** Coordinating feedback collection and recognition programs.
- **Operations:** Adjusting workflows for flexibility.
- **IT:** Implementing digital systems and upgrades.
- **Finance:** Securing funding for system upgrades.

- **HR:** Strategic leadership on policy design and advocacy.
- **IT:** Advanced integration of ERP systems.
- **Finance:** Cost-benefit analysis and sustainability reporting.



## SYSTEMS AND PROCESSES

While designing strong family-friendly policies is the first step for businesses, strong systems and processes must be put in place to implement them effectively - Companies can start small and build on existing processes to support successful implementation.



# ENGAGE WITH AND INFLUENCE THE ECOSYSTEM

STEP 1

STEP 2

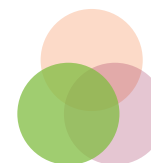
STEP 3

STEP 4

FOUNDATIONAL

ADVANCED

	REPORT & DISCLOSE	SHARE	ADVOCATE	INFLUENCE	COLLABORATE/ CO-INVEST
WHY	Demonstrates compliance to enhance reputation and trust with investors, customers, and open access to high-value markets.	Demonstrates commitment to society and positions the company as a thought leader in ethical and responsible practices.	Creates conditions for sustainable implementation while reducing individual organizational burden.	Motivates family-friendly policy implementation with franchisees, ensuring ethical labour practices across the supply chain.	Spreads implementation costs and risk, and supports stronger relationships in the community while ensuring standardised implementation.
TO DO THIS	<ul style="list-style-type: none"> <li>Integrate implementation into your reporting, in alignment with global standards (e.g., SDG indicators, GRI, ESRS).</li> <li>Demonstrate alignment with ethical sourcing commitments.</li> <li>Showcase impact through data-driven success stories.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in forums with/ convene governments, business associations, peer businesses, etc.</li> <li>Publish learnings and best practices or share inputs to industry reports and toolkits (developed by ecosystem actors like IFC, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for enhanced regulations and government support, such as expanded tax incentives and subsidies.</li> <li>Collaborate with development agencies (e.g., UNICEF), business associations, trade unions, to co-develop policy briefs or white papers.</li> </ul>	<ul style="list-style-type: none"> <li>Provide training and guidance to ensure alignment with company standards on ethical employment and family-friendly policies.</li> <li>Incentivize adherence to family-friendly policies by prioritizing partnerships with compliant franchisees.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate or co-invest with local government, peer businesses, or NGOs to develop shared solutions (e.g., community childcare facilities).</li> </ul>
KEY STAKEHOLDERS	<ul style="list-style-type: none"> <li>Customers</li> <li>Investors</li> <li>Regulators</li> </ul>	<ul style="list-style-type: none"> <li>Peer businesses</li> <li>Business associations</li> <li>Development agencies</li> <li>Media</li> <li>Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>Policymakers</li> <li>Development agencies</li> <li>Business associations</li> <li>NGOs, think-tanks</li> <li>Women's groups</li> </ul>	<ul style="list-style-type: none"> <li>Franchisees</li> </ul>	<ul style="list-style-type: none"> <li>Peer businesses</li> <li>Government</li> <li>Women's groups</li> </ul>



## EXTERNAL COMMUNICATIONS

Effective implementation of family-friendly policies extends beyond internal practices. Companies can amplify their impact through strategic external engagement, creating positive change across the broader ecosystem while strengthening their market position.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## Robust monitoring and reporting serve three critical purposes for companies implementing family-friendly policies.

- ▶ **Promotes effective resource utilisation:** For companies where family-friendly policy investments represent significant operational costs, effective monitoring and reporting helps ensure maximum returns through better uptake and implementation.
- ▶ **Enhances service continuity:** Regular monitoring helps identify implementation challenges early, ensuring consistent service quality while supporting staff needs.
- ▶ **Supports strategic planning:** Data-driven insights enable companies to adapt policies that balance staff wellbeing with service excellence.

IMPLEMENTATION GUIDELINES FOR EFFECTIVE BUSINESS REPORTING:		
ALIGN WITH STRATEGIC GOALS.	MAKE SMART RESOURCE DECISIONS.	BUILD FOR SUSTAINABLE SUCCESS.
<ul style="list-style-type: none"><li>■ Map policy metrics to your strategic objectives and reporting metrics.</li><li>■ Establish baseline data collection system and use existing HR systems where possible to minimise disruption.</li><li>■ Create clear data privacy and protection protocols*.</li><li>■ Address regulatory requirements (for e.g., any mandatory reporting metrics) and align with relevant frameworks (like GRI, ESRS) – if operating in markets with comprehensive requirements.</li></ul>	<ul style="list-style-type: none"><li>■ Track a balanced set of outcome metrics (e.g., retention rates, productivity).</li><li>■ Track cost-benefit indicators to demonstrate return on investment.</li><li>■ Build capacity gradually (for e.g., start with manual tracking if needed and expand to automated systems as programs mature).</li><li>■ Train relevant staff on data collection and analysis.</li></ul>	<ul style="list-style-type: none"><li>■ Establish clear accountability and designate specific roles for data collection and analysis.</li><li>■ Define reporting responsibilities across departments.</li><li>■ Create feedback loops between workers and management.</li><li>■ Build monitoring into standard operating procedures.</li><li>■ Use data to refine policies and implementation.</li></ul>



Whether a small healthcare practice or a large retail chain, companies can make informed decisions by focusing on meaningful metrics and continuously improving implementation through systematic learning.

## WHAT RESOURCES ARE AVAILABLE TO BUSINESSES TO MASTER THIS POLICY?



### RELEVANT STANDARDS

- + Overview of child rights' sub-topics and related European Sustainability Reporting Standards (ESRS) topics: [page 12, UNICEF Reporting on Children's Rights Under the Social Standards](#)
- + Mapping of child benefits and supported SDGs: [page 4, UNICEF Role of Child Benefits in Enabling Family-Friendly Policies to Achieve the Triple Bottom Line](#)

Note: (\*) Please refer to relevant legislation for data privacy and protection in your country. For example, companies collecting data on EU residents may refer to the General Data Protection Regulation (GDPR) and refer to this [link](#) for a summary.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

PAID LEAVE	FOUNDATIONAL		INTERMEDIATE	ADVANCED
FLEXIBLE WORKING ARRANGEMENTS	OUTPUTS	Company has a policy on maternity leave that meets national legal requirements or is at least 14 weeks, whichever is longer. <i>Align with: GRI 401-2(a); FLA ND.8.1</i>	Company has a policy on maternity leave that meets national legal requirements or is at least 18 weeks, whichever is longer, applicable for both permanent and long-term contract employees.	Company has a policy on gender-neutral parental leave that meets national legal requirements or is at least 18 weeks, whichever is longer.
BREASTFEEDING SUPPORT		Company has a policy on paternity leave that meets suggestion detailed in Step 2.		
AFFORDABLE AND QUALITY CHILDCARE		Company has a policy on sick, caregiving and other leaves that meets suggestion detailed in Step 2.		
PROTECTION OF BASIC LABOUR RIGHTS	OUTCOMES	Average length of maternity leave (above) actually taken by mothers in the last 12 months. <i>Align with: GRI 401-3, 406</i>		Correlation between policy usage and satisfaction with workforce retention.
		Average length of paternity leave (above) actually taken by fathers (or parents) in the last 12 months. <i>Align with: GRI 401-3</i>		Correlation between policy usage and satisfaction with productivity.
		Percentage of employees satisfied with paid leave policies (above).		



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE			
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT			
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			
OUTPUTS	Company has policies on flexible work time & breaks and task assignment, as recommended in Step 2.	Company offers policies on flexible working arrangements to both permanent and contract employees.	
OUTCOMES	Percentage of employees who have requested flexible working arrangements, per policy.		Correlation between policy usage and satisfaction with absent rate.
	Percentage of employees satisfied with flexible working policies.		Correlation between policy usage and satisfaction with workforce retention.



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	FLEXIBLE WORKING ARRANGEMENTS	<div>OUTPUTS</div> <div>Company has a breastfeeding and/or lactation space with quality in accordance with national legal requirements or inclusive of features described in Step 2. <i>Align with: FLA ND.8.1</i></div> <div>Company has a policy on breastfeeding and/or lactation breaks equivalent to 1 hour (ILO minimum standard). <i>Align with: FLA ND.8.1</i></div> <div>Company has a policy on additional breastfeeding and/or lactation breaks based on medical documentation (ILO recommended standard).</div> <div>Company has policy for emergency extension of break.</div>		
AFFORDABLE AND QUALITY CHILDCARE				
	PROTECTION OF BASIC LABOUR RIGHTS			



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

# MEASURE SUCCESS AND IMPROVE BY LEARNING



## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

	FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	OUTCOMES	Company has more comprehensive policies relating to childcare and child rights as described in Step 2, such as childcare facility with childcare workers and basic amenities, transport support.	
FLEXIBLE WORKING ARRANGEMENTS			
BREASTFEEDING SUPPORT	OUTCOMES	Company has more comprehensive policies on financial support for childcare suitable for lower-income workers, parents of children with disabilities, vulnerable workers.	
AFFORDABLE AND QUALITY CHILDCARE			
PROTECTION OF BASIC LABOUR RIGHTS			



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.



# MEASURE SUCCESS AND IMPROVE BY LEARNING



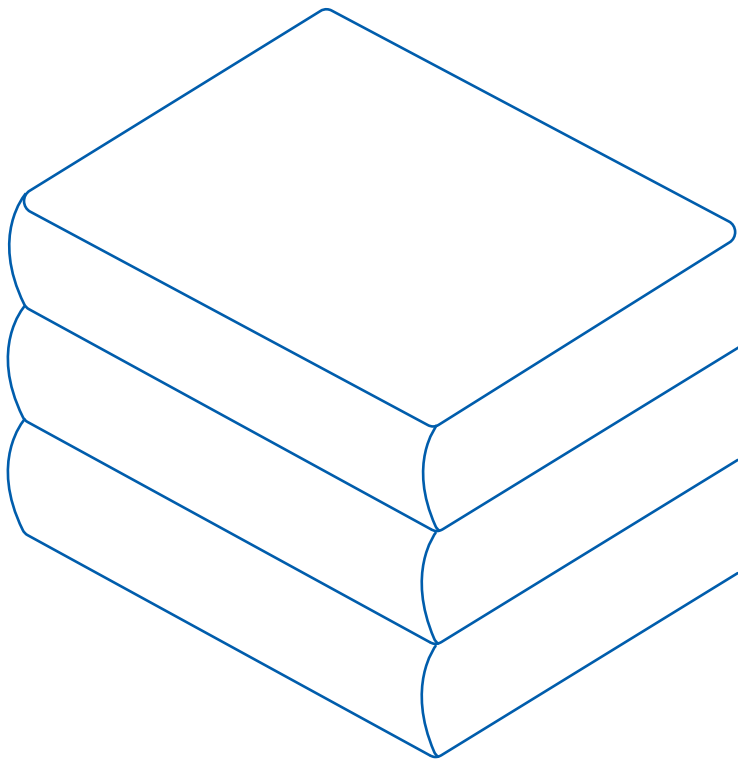
## List of monitoring metrics

These recommendations are suggestive, not prescriptive, and should be implemented as suitable in individual contexts. Where relevant, data collected should be gender-disaggregated.

		FOUNDATIONAL	INTERMEDIATE	ADVANCED
PAID LEAVE	OUTPUTS	Company has a policy that wages and benefits during maternity leave should meet a living wage standard, and be no less than two-thirds basic income.	Company has a policy on equal wage among genders.	Company has other support for employees as described in Step 2, such as financial wellness education, access to tele-health services, mental health services.
FLEXIBLE WORKING ARRANGEMENTS		Company has policies guaranteeing job protection (position, pay and seniority) throughout pregnancy and maternity leave. <i>Align with: GRI 401-3</i>	Company has policies on insurance coverage for employees.	Company has a policy on insurance coverage for dependents of employees.
BREASTFEEDING SUPPORT		Company has a policy protecting workers from discrimination on the basis of pregnancy, maternity and family status. <i>Align with: UNGC Principle 6; FLA HOW.15; SA 8000 5.4</i>		Company has a policy on insurance coverage for dependents of employees.
AFFORDABLE AND QUALITY CHILDCARE	OUTCOMES	Proportion of wages and benefits received by workers on maternity leave relative to basic salaries in last 12 months.		Correlation between policy usage and satisfaction with workforce retention.
PROTECTION OF BASIC LABOUR RIGHTS		Proportion of workers returning to employment after maternity leave in same or similar position. <i>Align with: GRI 401-3</i>		
		Number of pregnant workers and workers on maternity leave dismissed from employment during the reporting period.		Correlation between policy usage and satisfaction with productivity.
		Number of incidents or complaints received alleging discrimination on the basis of pregnancy, maternity or family status during the reporting period. <i>Align with: GRI 406</i>		
Percentage of employees satisfied with the benefits (e.g., wage, insurance, other support) offered.				



To effectively evaluate the impact of family-friendly policies, businesses need to shift focus from metrics measuring outputs (policy availability) to outcomes (policy uptake and other outcomes), enabling actionable and meaningful learnings for improvement.

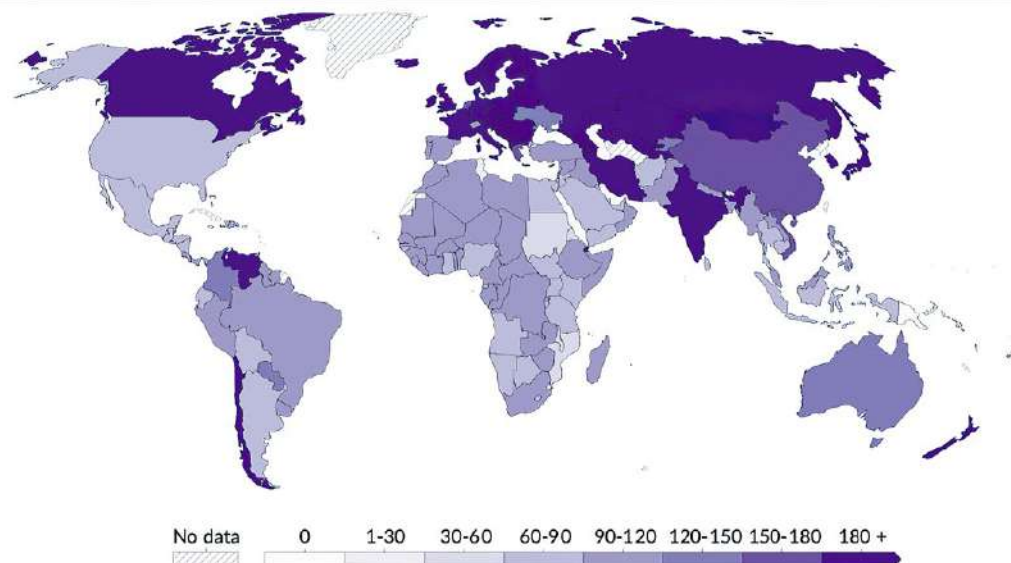


# ANNEX

- ▶ State of ecosystem
- ▶ Sample employee needs survey
- ▶ Bibliography
- ▶ List of technical contributors

## WHILE PAID LEAVE PROVISIONS HAVE EXPANDED GLOBALLY, THESE ARE USUALLY ONLY FOR MOTHERS

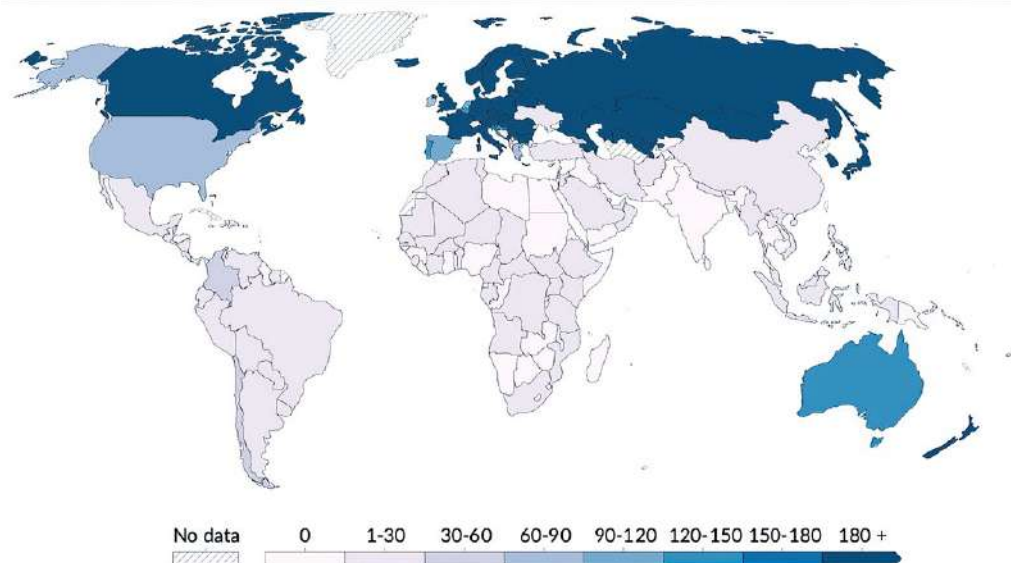
Maternity leave policies are common across many countries around the world.



### Days of paid leave for childbirth and early childcare for mothers, 2023<sup>1</sup>

- Duration of maternity leave is at least **14 weeks in 120 countries**.
- **52 countries** meet or exceed the ILO **18-week standard**, with 3 in 10 potential mothers globally living in these countries.

Paternity leave policies lag behind in comparison to maternity leave policies.



### Days of paid leave for childbirth and early childcare for fathers, 2023<sup>2</sup>

- **115 out of 185 countries** offer a right to paternity leave, with 4 in 10 fathers living in these countries.
- However, paternity leave remains short with an average of **9 days**; only 1 in 10 potential fathers live in countries that provide >10 days of paternity leave.

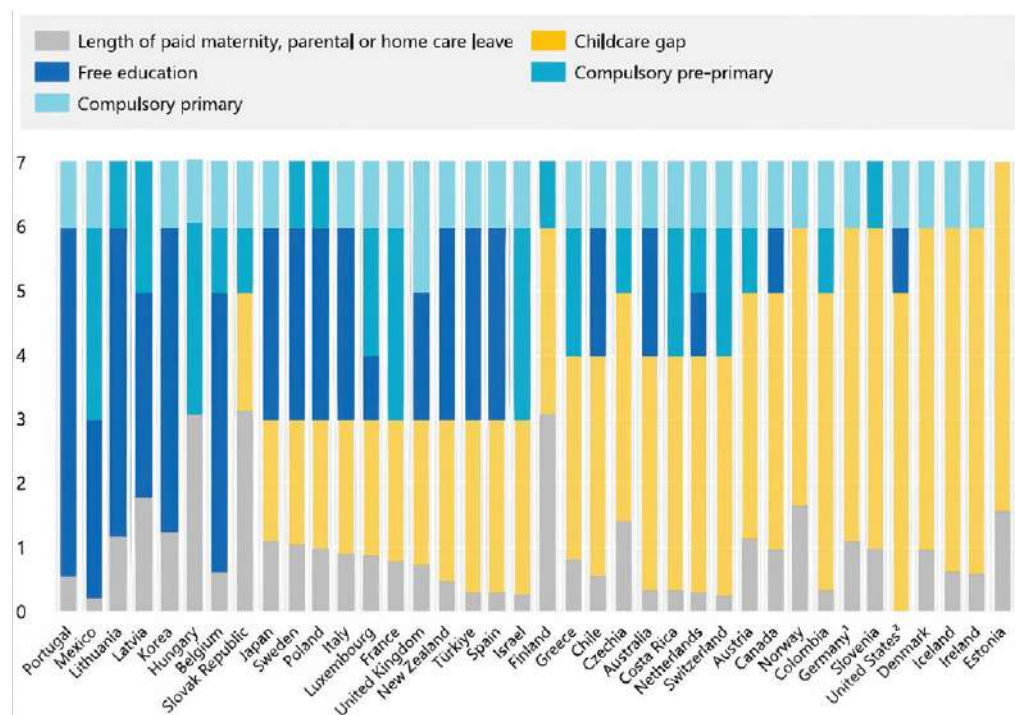
Source: ILO, *Care At Work*, 2022; (1) Our World in Data, *Days Of Paid Leave For Childbirth And Early Childcare For The Mother*, 2024; (2) Our World in Data, *Days Of Paid Leave For Childbirth And Early Childcare For The Father*, 2024.



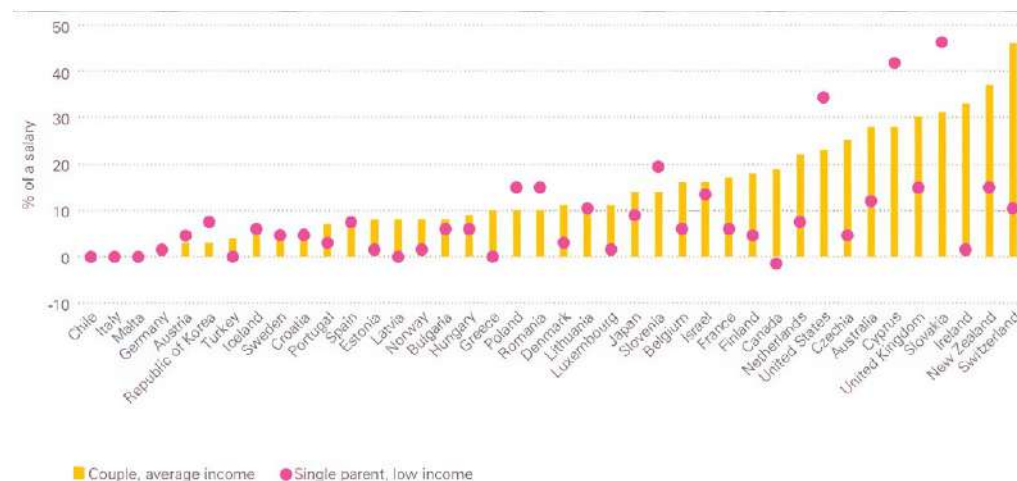
## POLICY DESIGN AND IMPLEMENTATION NEED TO BE GROUNDED IN CONTEXTUAL CONSIDERATIONS (1/2)

The coverage and affordability of childcare infrastructure varies around the world.

- In many countries, there is a significant childcare gap between the end of parental leave and the start of free early childhood education or primary school, forcing parents to rely on informal care (e.g., mothers or family members) if available, or private care if affordable.<sup>1</sup>
- Informal care varies by region; for example, it is almost non-existent in the Nordic countries.<sup>2</sup>
- Childcare costs also vary, ranging from free in Italy, Chile, and Malta to exceeding 30% of a couple's average income in the UK, Ireland, New Zealand, and Switzerland.<sup>2</sup>



Childcare gap in years, 2022<sup>1</sup>



**Note:** Low income is defined as two thirds of the national average wage. The graph presents a proportion of one salary spend on childcare: for a couple with average income, it is expressed as a percentage of one average wage, for a single parent of low income it is expressed as a percentage of two thirds of the average wage. The graph presents the net costs paid by parents for full-time centre-based childcare for two children aged 2 and 3 after government subsidies and any benefits designed to reduce the gross childcare fees. Data refer to 2020 except Republic of Korea (2019), New Zealand (2018), Chile (2015). When cost varies across regions or municipalities, region-specific fees and policy settings are used (usually ones applicable in the capital city).  
**Source:** OECD Stats (2020).

Childcare costs for two children in full-time care, by family type and income, 2020<sup>2</sup>

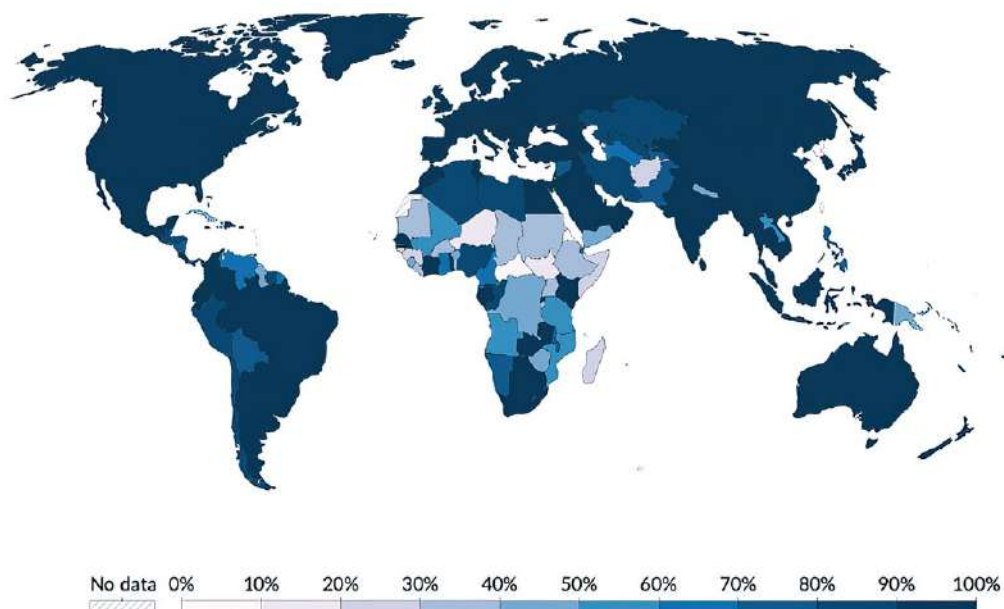


DIGITAL  
INFRASTRUCTURE

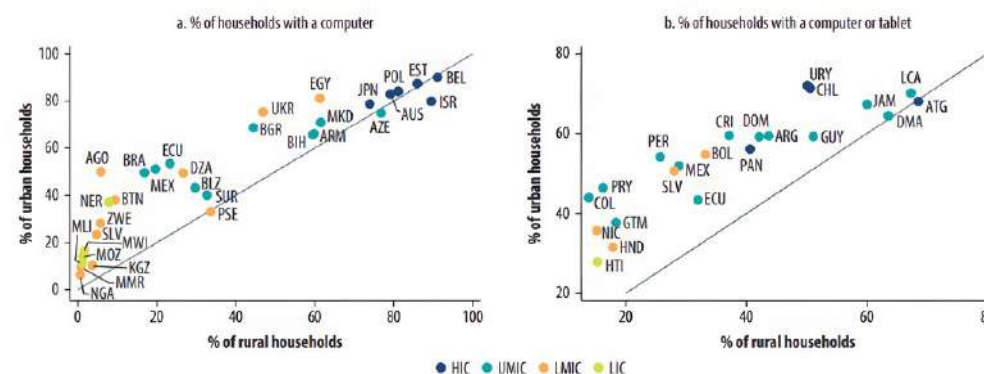
## POLICY DESIGN AND IMPLEMENTATION NEED TO BE GROUNDED IN CONTEXTUAL CONSIDERATIONS (2/2)

While digital infrastructure is advancing, many areas still face significant connectivity gaps.

- Connectivity varies around the world. Mobile broadband penetration is higher than fixed broadband globally, but remains low in low-income countries.
- Internet speeds in high-income countries are 5 to 10 times faster than in low-income countries.
- Remote work often requires computers rather than mobile devices, yet computer ownership varies widely between high-income countries and low-income countries: from over 80% of households in countries like Australia, Belgium, Estonia, Israel, Japan, and Poland to less than 20% of households in Malawi, Mali, Mozambique, Myanmar, and Nigeria. Computer ownership also differs significantly between urban and rural households.
- Informal care varies by region; for example, it is almost non-existent in the Nordic countries.<sup>2</sup>
- Childcare costs also vary, ranging from free in Italy, Chile, and Malta to exceeding 30% of a couple's average income in the UK, Ireland, New Zealand, and Switzerland.<sup>2</sup>



Share of people in range of 4G mobile network, 2022<sup>1</sup>



Rural and urban households with a computer or tablet, by country income group, various years<sup>2</sup>

Source: (1) Our World in Data, [Share of People In Range of 4G Mobile Network](#), 2024; (2) World Bank, [Digital Progress and Trends Report](#), 2023.

# SAMPLE EMPLOYEE NEEDS SURVEY

## DEMOGRAPHICS

- What is your gender?
- What is your age?
- Are you a locally-based or migrant worker?
- Do you have children?
  - + If yes: How many children do you have? How old are they?
  - + If yes: what support do you have for childcare (e.g., spouse, grandparents, external daycare)?
  - + How do you bring your children to childcare?
- How do you travel to work and how long does it take?

## NEEDS AND PRIORITIES FOR FAMILY-FRIENDLY POLICIES

### Overall feedback on policies

- Which of these policies does your organization offer you? (e.g., paid maternity / paternity leave, childcare support, flexible work, breastfeeding breaks, lactation rooms, insurance plans)?
- Could you rank the top two policies that you would most need, to support you in balancing work and family better?
  - + What specific support would you need?

### Challenges faced with policies

#### *Paid parental leave*

- How satisfied are you with the policy (scale of 1-5)?
- What challenges do you face in terms of paid parental leave (e.g., insufficient number of days, lack of team support to take leave, lack of flexibility to choose start/ end dates, etc.)?

### *Childcare support*

- How satisfied are you with the policy (scale of 1-5)?
- What challenges do you face in childcare (e.g., high cost, quality of childcare workers, safety, transportation, opening hours, quality of facilities, etc.)?

### *Breastfeeding support*

- How satisfied are you with the policy (scale of 1-5)?
- What challenges do you face in receiving breastfeeding support (e.g., lack of sufficient breaks, length of breaks, inadequate number of lactation rooms, lack of adequate facilities such as refrigerators, cleanliness, stigma faced by taking breaks etc.)?

### *Social protection measures*

#### LIVING WAGE

- How satisfied are you with the policy (scale of 1-5)?

- Do you agree with this statement? "My income is sufficient to support my family" (scale of 1-5).
- On average, what percentage of your income goes to housing; food; and childcare expenses?

### *Health and safety*

- How satisfied are you with the policy (scale of 1-5)?
- What concerns do you have related to health and safety (e.g., need for protective equipment, need for reduced hours when pregnant/ lactating, etc.)?



# BIBLIOGRAPHY

1. Abdullah Mohammed Mahdi Ahmed et al., [Retail Sector: A Progressive for Women](#), 2022
2. Alliance for Child Protection in Humanitarian Action, [Minimum Standards for Child Protection in Humanitarian Action](#), 2019
3. ANA, [Addressing Nurse Fatigue to Promote Safety and Health](#), 2014
4. AP News, [U.K.'s New Labour Government Unveils Overhaul of Workers' Rights](#), 2024
5. BBC, [Sierra Leone Passes Landmark Law on Women's Rights](#), 2023
6. BCG, [Why Paid Family Leave Is Good Business](#), 2017
7. Boudreau, L., et al, [Migrants, Experience, and Working Conditions in Bangladeshi Garment Factories](#), 2024
8. Centre for Child Rights and Business, [A Child-Friendly Space in Muara Pulau](#), 2024
9. Centre for Child Rights and Business, [Factory Child-Friendly Spaces Pilot Program in China](#), 2016
10. CIPD, [Flexible Working Case Study: Schneider Electric](#), 2019
11. ColombiaOne, [Colombia Mulls Extending Paternity Leave to 12 Weeks](#), 2024
12. Dalberg, Stakeholder interviews, 2024
13. Deloitte, [2023 Gen Z and Millennial Survey](#), 2023
14. ERM, [The Global Regulations Radar](#), 2024
15. Family Friendly Workplaces, [Case Study on Macquarie Group](#), 2024
16. Family Friendly Workplaces, [Case Study on Randstad](#), 2024
17. FAO, [Employment Indicators 2000-2022](#), 2024
18. Globe, [Breastfeeding Awareness Month: Top Malls with Nursing Stations Moms Love](#), 2024
19. Gov.UK, [Flexible working](#), 2024
20. Heywood, John, et al., [Schedule Flexibility, Family-Friendly Policies and Absence](#), 2014
21. HRC, [US LGBTQ Paid Leave Survey](#), 2018
22. IFC, [Tackling Childcare The Business Benefits and Challenges of Employer-Supported Childcare in Bangladesh](#), 2019
23. IFC, [Tackling Childcare The Business Case For Employer-Supported Childcare](#), 2017
24. IFC, [The Business Case for Employer-Supported Childcare in Sri Lanka](#), 2018
25. IFC, [The Business Case for Investing in Women's Employment in Lebanon](#), 2022
26. IFC, [The Business Case for Women's Employment in Agribusiness](#), 2016
27. ILO, [Care at Work](#), 2021
28. ILO, [Far-Reaching Reforms in Oman Set New Benchmark for Social Protection in the Region](#), 2023
29. ILO, [Imbalances Between Supply and Demand](#), 2024
30. ILO, [Maternity Protection Convention \(No. 183\)](#), 2000
31. ILO, [Maternity Protection Recommendation \(No. 191\)](#), 2000
32. ILO, UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
33. ILO, WHO, [The Gender Pay Gap in the Health And Care Sector](#), 2022
34. ILO, [Women With Young Children Have Much Lower Labour Force Participation Rates](#), 2024
35. KBS World, [Parental Leave to Be Extended to 18 Months](#), 2024
36. Le Monde, [Sweden Allows Grandparents to Take Parental Leave](#), 2024
37. Levi Strauss & Co., [The Personal Impact of Paid Family Leave](#), 2020
38. Made for Families, [Singapore is Made For Families](#), 2024
39. [Maternity Protection Recommendation \(No. 191\)](#), 2000
40. McKinsey, NielsenIQ, [Consumers Care About Sustainability](#), 2024
41. Ministers for the Department of Social Services, [More Paid Parental Leave for Australian Families Than Ever Before](#), 2024
42. Ministry of Justice (Taiwan), [Laws and Regulations Database](#), 2024

43. MSCI, [MSCI ESG Ratings and Cost of Capital](#), 2024
44. MTN, [MTN Launches Anywhere, Anytime Flexible Work Policy](#), 2022
45. Nag & Gite, [Human-Centred Agriculture](#), 2020
46. OECD, [Education at a Glance](#), 2024
47. Omron, [Omron's Male Employees Take More Than Two Months Of Childcare Leave for the Second Consecutive Year](#), 2024
48. Our World in Data, [Days Of Paid Leave For Childbirth And Early Childcare For The Mother](#), 2024
49. Our World in Data, [Days Of Paid Leave For Childbirth And Early Childcare For The Father](#), 2024
50. Our World in Data, [Share of People In Range of 4G Mobile Network](#), 2024
51. Rutgers, [Pay Matters](#), 2012
52. Schaefer Rachel, [Retaining doctors and reducing burnout through a flexible work initiative in a rural South African training hospital](#), 2021
53. SHRM, [Costco Boosting Pay for Hourly Workers](#), 2024
54. Strategy Group, [Building a Singapore Made for Families](#), 2023
55. Thư Viện Pháp Luật, [Vietnamese Law on Social Insurance](#), 2014
56. Turkish Labour Law, [Tax Exemption for Crèche and Day Care Centre Services](#), 2018
57. U.S. Chamber of Commerce Foundation, [Business Success and Growth Through LGBT-Inclusive Culture](#), 2019
58. UN Women, [Attracting and Retaining Talent through Inclusive Family-Friendly Policies](#), 2020
59. UNFPA, [The Family-Friendly Workplace Model](#), 2023
60. UNICEF, [Breastfeeding In Work Environments](#), 2023
61. UNICEF, [Building Happier Families in the Rwandan Tea Industry](#), 2017
62. UNICEF, [Business Case for Employer Supported Childcare in Rwanda](#), 2021
63. UNICEF, [Business case for employer-supported childcare](#), 2021
64. UNICEF, [Children's Rights in the Garment and Footwear Supply Chain](#), 2020
65. UNICEF, [Empresas Que Cuidan \(ECU\)](#), accessed in Nov 2024
66. UNICEF, [Engaging business for children's rights](#), 2023
67. UNICEF, [Evaluation of the Mothers@Work Programme in the Ready-Made Garment Sector of Bangladesh](#), 2023.
68. UNICEF, [Family-Friendly Policies for Workers in the Informal Economy](#), 2021
69. UNICEF, [Family-Friendly Policies: A Policy Brief](#), 2019
70. UNICEF, [How Family-Friendly Policies in the Workplace Contribute to Child, Youth and Caregiver Mental Health](#), 2024
71. UNICEF, ILO, WIEGO, [Family-friendly policies for workers in the informal economy](#), 2021
72. UNICEF, [Linking Family-Friendly Policies to Women's Economic Empowerment](#), 2019
73. UNICEF, [Modelo de compromiso del sector empresarial con la primera infancia de Paraguay](#), 2022
74. UNICEF, [Paid Parental Leave and Family-Friendly Policies](#), 2019
75. UNICEF, [Policies and Practices to Advance Decent Work in Global Supply Chains](#), 2020
76. UNICEF, [Press Release](#), 2021
77. UNICEF, [The Business Case for Employer-Supported Childcare](#), 2021
78. UNICEF, [Where Do Rich Countries Stand On Childcare?](#), 2021
79. UNRISD, [The Political and Social Economy of Care in a Development Context: Conceptual Issues, Research Questions and Policy Options](#), 2007
80. Vodacom, [How Vodacom Keeps Employees Healthy and Happy](#), 2024
81. WHO, [The case for paid sick leave](#), 2010
82. WHO, [World Report on Disability](#), 2011
83. Workforce Nutrition Alliance, [Case Study Booklet](#), 2022
84. Workforce, [More Women Join the Manufacturing Workforce](#)
85. World Bank, [Digital Progress and Trends Report](#), 2023
86. World Bank, [The Future of Work in Agriculture](#), 2020

## LIST OF TECHNICAL CONTRIBUTORS

ORGANISATION	STAKEHOLDER NAME	TITLE
Akanksha Foundation	Megha Agarwal	Senior Director - HR
Banco de Bogotá	Rodrigo Torres	Director de Recursos Humanos
Consejo Coordinador Empresarial (CCE)	Ana María Flores	Coordinadora de la Red CCE por la Primera Infancia
Croatian Employers' Association	Natasa Novakovic	ESG manager
ECOT	Ukrish Kanchanaketu	Senior Advisor
Equipo Latinoamericano de Justicia y Género	Delfina Schenone Sienra	Directora del Area de Politicas Sociales
Ethical Supply Chain Program	Carmel Giblin	CEO & President
Fulbright University Vietnam	Vu Duy Hoang	Director of HR & Employee wellbeing
Global Alliance for Care	Yara Tarabulsi	Outreach and Advocacy Officer
IFC	Ellen Claire Maynes	Operations Officer for the IFC Gender and Economic Inclusion Group
IFC	Lauren Beth Gula	Care2Equal
Las Tacuaras S.A.	Gustavo Koo	CEO
National Social Security Fund	Milton Owor	Head of Human Resource and Admin
Office of Social Responsibility, China National Textile and Apparel Council	LIANG Xiaohui	Chief Researcher and Deputy Head, Office for Social Responsibility
Thai Health Promotion Foundation	Nattaya Boonpakdee	Senior Director

ORGANISATION	STAKEHOLDER NAME	TITLE
The Center for Child rights and business	Lam Nguyen	Country Manager
UNICEF	Erik Nyman	Programme Manager (Children's Rights and Business)
UNICEF Rwanda	Nidhi Joshi	Chief, Communication, Advocacy, and Partnerships
UNICEF Rwanda	Fiona Mugabe	Partnerships Specialist
VF	Jens Aas	Worker and Community Development Manager
Axian Group	Cynthia Soamiarana Ramanankasina	Group Quality of Working Life (QWL), Diversity, Equity & Inclusion (DEI) Manager
IKEA	Nicole Bjerler	Strategic Topic Developer Human Rights & Children's Rights
IKEA	Julia Pawlot	People & Culture Operations Leader
IKEA	Maria Valassa	Equality, Diversity and Inclusion & Human Rights Leader
IKEA	Caroline Zwaenepoel	Human Rights Leader
UNICEF Bangladesh	Deepika Sharma	Chief Nutrition
UNICEF Bangladesh	Monira Parveen	Nutrition Specialist
VF	Leeka Li	
Mondelez	Shweta Rabra	Lead - People Experience, India
Mars Wrigley India	Shahine D. Ardesbir	People & Organization Director

unicef  | for every child

Published by UNICEF

Programme Group

Website: [www.unicef.org](http://www.unicef.org)

© United Nations Children's Fund (UNICEF), March 2025